Communicating with Mastery

By

Bill Cantrell, CSP
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I want to thank a number of friends and colleagues who contributed greatly to this book. The message in this book was most impacted by Daniel Kaufman. Dan thanks for your faithful encouragement and support. I also want to acknowledge your major contribution of research and writing which became the business focus survey. This is the heart and soul of this message. Thank you for this important contribution.

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and my youngest daughter Kristen. You are both my greatest joys. I love you so much and pray that you feel that communicated in every precious minute we spend together.
INTRODUCTION

There are many people who have contributed to this book and the message within. Early on my parents, Bill and Sue Cantrell, were biblical scholars and Sunday school teachers. They studied and taught their lessons as far back as I can remember. Many times, they researched a given word to understand the original Greek and Aramaic meaning. This would allow them to teach the meaning in proper context to the historical usage. My mother would study Josephus and other historical writers to learn background and true meanings. Later my Latin and Greek teacher, Ms. Mary Louise Asle, became a formal education mentor. She conveyed to me the importance of understanding the Latin and Greek roots to the English language. After five years of learning under her disciplined teachings, I was convinced I could learn and become a student of deeper concepts.

My mother has a natural gift for reading people. She hears things other people do not necessarily pick-up. I inherited some of her spiritual gifting. Having a solid founding of religious training and spiritual curiosity, I had a desire to spiritually and emotionally support people through their pain. I coupled that with an insatiable desire to learn how to counsel, coach, speak and teach. My father was my role model for selling and building business relationships with clientele. His service mindedness, fair business approach and personal integrity became my standard. It is still my standard today.
William J. McGrane, the founder of the McGrane Institute, added a vital piece of the in-depth communication puzzle. He demonstrated the importance of listening, asking well-designed questions, communicating, and care-fronting difficult issues an individual could benefit from addressing. I studied under him for fifteen years, to learn the powerful in-depth personal communication skills for process facilitation, using Socratic questions to create discovery-learning opportunities. This is how Jesus taught His disciples. This process allowed people to discover the answers for themselves. While learning under William J. McGrane personality styles became a focal point of the training industry.

The DISC model became a vital tool for developing people reading skills. Since 1978, the first year of the personal profile system, I have been distributor number two hundred forty seven. It is now a network of many thousands. Eventually, I would become one of several Master trainers to teach professionals how to use the instrument. The Publishers, of the profiles, chose me to conduct qualification programs. This began my journey to developing the message in this book.

It is my desire that this powerful message will promote understanding, sensitivity, acceptance, tolerance and hopefully forgiveness. It is my desire that this volume become a primer that individuals could use to increase productivity and minimize conflict. This preparation helped me see that this simple people reading message could become the initial skill to developing in-depth on-going relationships with people we do business with and care about.

Note: To avoid awkward wording necessary to include both genders when using pronouns, I have adopted the convention of using masculine and feminine pronouns exclusively in alternate chapters of the book, except when referring to a specific person. I begin by using the feminine forms in this chapter.
CHAPTER 1

THE CHALLENGE OF COMMUNICATIONS
IS THERE A BETTER WAY?

Are you interested in learning how to discover a person’s communication preference in the first three or four minutes?

Would you like to know how to build trust and rapport quickly?

Would you like to know how to do away with interpersonal conflict forever?

Would you rather tell people what to do or coach them to discover the answers for themselves?

The message contained in this book is very dear to my heart because it has had an impact on my personal life and on my professional life. It has caused my life to work for me so I get the outcomes that I really do want in my life. Studies have consistently shown that communication is one of the most critical components to healthy, happy relationships, and rela-
tionships are the building blocks to success. Everyone wants to communicate better, but where do we go to learn?

Over the years, I have experienced the profound, positive results of this information in both my personal and professional life. The DISC information has greatly aided me in creating the outcomes I want in my life. It taught me to be more tolerant, forgiving, understanding, and flexible with people. It has provided me tools to defuse conflict and remove barriers that keep me from the people I love.

These ideas will work for you. They will help you turn your dreams into reality, as they make your relationships stronger than you have ever experienced. All that is required is that you be willing to absorb them, integrate them, and allow them to have an impact on the way you work and communicate with others.

Miscommunication can be very destructive. It can steal opportunities for positive outcomes, kill creative energy, and destroy feelings of closeness and caring we desire in our lives, often, leaving us confused about what went wrong. People are different; have you noticed that?

Different levels of sensitivity can result in very different responses from people. If you speak to a person on one end of the sensitivity scale and ask, “Well, how are you doing?” She says, “What do you mean by that?” She’s upset and you don’t even know what you’ve said. You can speak to a person on the other end of the sensitivity scale and say, “You know, I hate you. I really hate you! I can’t even stand to be around you!” She might smile and say, “Oh, don’t pay attention to her. She’s just having a bad day.” They seem capable of allowing the outburst to simply roll away, like water off a duck’s back.
Our job, as great communicators and leaders, is to learn to evaluate and understand people: Who are they, what is their style, and how do they process information? We want to be sure that we understand their perspective.

We have all heard the expression, “a crying shame.” Well, my definition of “a crying shame” would be to make a list of potential customers or associates, go to all of the trouble and effort of calling to set up an interview, fight the traffic as you drive across town, only to arrive to the meeting, sit down across the table, and use an inappropriate or ineffective communication style that sabotages your connection and opportunity for success with this individual.

That experience, in my opinion, would be and sadly often is, “a crying shame.” Remember, the other person is arranging their schedule specifically to accommodate the meeting. They are also driving across town, fighting the same traffic, hoping that you have something of value to share with them. You both say a little prayer before you meet. And then, you both leave a little disappointed.

This book is about eliminating these unsuccessful encounters and replacing them with connections that are positive, powerful, and productive. It’s about doing your homework, learning the simple, yet effective techniques that can turn your professional and personal life around.

If you read this book, take the information to heart, and strengthen your communication skills, you will be amazed at the difference this will make in your life. By affirming and layering these skills, they will become yours. They will become a natural part of your communication style in the future and will serve you very well.
First, you will learn about you. You will discover and distinguish the areas where you are developed and undeveloped as a direct sales or network marketing professional. Your developed areas are the reason you are as effective as you are right now. They are the reason you have come as far as you have. Your developed areas take you two steps forward; your undeveloped areas are the reason it’s taking you so long to become as effective as you desire to be. Your undeveloped areas can actually pull you back farther than your developed areas have moved you ahead.

Most people have communication blind spots. These blind spots are made up of undeveloped areas of communication that steal your productivity. Although you don’t realize it, your undeveloped communication skill set may be what is killing your opportunities to create the results you long for.

If your productivity is being chased out the back door by your lack of knowledge and necessary communication skills, you may end up feeling like you are taking two steps forward and two steps back; there is great frustration and feelings of hopelessness that accompany a sense of running in place. Do you sometimes feel like you are working really hard, yet nothing much is happening? It could be that those undeveloped areas are stealing the outcomes that you would have gotten if you were more aware of and more sensitive to the style of the person with whom you were communicating.

We each have our favorite way of operating, ways that we process and share information. Imagine the difference that taking three to five minutes in the beginning of an interview to learn about someone might make for you.

What if in a few short minutes you were able to access their style and you didn’t initiate the interview until you found out
what his or her communication preference was? You could then learn to customize your communications. Can you see how much more powerfully and sincerely your message could be communicated as you targeted the needs of the person you were interviewing?

Can you imagine doing your initial interview, sharing everything you can think of to share, then when you get to the end of the interview you ask, “Well, based on what you’ve learned, what did you like best?” Isn’t it a little bit late, at the end of the interview, to be finding out what that person would have preferred to hear? Doesn’t it make sense that discovering this information on the front end might serve both you and your interviewee better? Armed with this unique and personal information, you can choose more wisely what to say and what not to say, what to share and what not to share, what to convey and what not to convey, so that the person can feel comfortable and receive the benefits that would match their dominant style. It seems to me to be a matter of sensitivity and caring.

To the degree that we care about people, we are going to seek to understand their needs first. Then we can match what we have in our resources with their dominant needs, their personal preferences, and their deepest values and beliefs. This is how we can make sure we are educating them about the benefits that are most important to them.

This approach takes it out of the realm of selling and makes it more about education, sharing, and service. I don’t know anybody who would feel uncomfortable about serving. However, I do know a lot of people who don’t feel comfortable about selling somebody something they really don’t want or need. Have you ever felt that way? You don’t want to push
anything on anybody. You really don’t want to cause anybody to feel uncomfortable, pressured, or coerced yet you do want to provide a service.

Would you be willing to practice these skills after you learn about the system and begin to master it? Would you be willing to refine the process and get into it a little deeper? Would you be willing to work on this for a while? If you will, I can guarantee you that it will pay off for you the way it has for me. It will really make a difference, allowing you to deal more comfortably with some of those people you felt were difficult people to deal with.

Do you feel a little bit uncomfortable around dominant, forceful people who are stronger than most that come on with a bit of a push and can be intimidating? Do you not look forward to or savor the opportunity to have an interview with someone like that because they give you the impression that you really don’t have a whole lot to share or that your opportunity is not really that big?

Does this kind of person challenge you? Or are you frustrated with the kind of person who, no matter what you say, seems to just sit on the fence? You can’t get them to move one-way or the other, you can’t get them to respond, and when you look at them you can’t tell a thing from their facial expression. They don’t give you a clue. Do you find this kind of person to be a challenge? You might say, “I wish I could just shake him or her and get them to say something, even if it’s stop!

So, the question is, how do we learn to read these people by what they don’t say as much as by what they do say? I am dedicated to teaching you how to deal effectively with these people.
THE CHALLENGE OF COMMUNICATIONS:
IS THERE A BETTER WAY?

But before we move on, please take a moment to answer these simple questions:

*Can you see how this system follows a logical sequence?*

*Can you see the difference resulting from having a planned, educated approach to your interview?*

*Would you be willing to commit to adding this skill to your many other strengths?*

THE RIGHT KIND OF PEOPLE

Gone is the city, gone the day,
Yet still the story and the meaning stay:
Once where a prophet in the palm shade basked
A traveler chanced at noon to rest his miles.
"What sort of people may they be," he asked,
"In this proud city on the plains o’erspread?"
"Well, friend, what sort of people whence you came?"
"What sort?" the packman scowled;
"why, knaves and fools."
"You’ll find the people here the same," the wise man said.
Another stranger in the dusk drew near,
And pausing, cried, "What sort of people here
In your bright city where yon towers arise?"
"Well, friend, what sort of people whence you came?"
"What sort?" the pilgrim smiled,
"Good, true and wise."
"You’ll find the people here the same,"
The wise man said.

Edwin Markham
CHAPTER 2

THE SIX LEVELS OF COMMUNICATION FOR
BUILDING TRUST AND RAPPORT

There are six levels of communications that you can use when interacting with others. Understanding these levels will help you build trust and rapport with people.

TRIVIA

Trivia is the first level of communication. Trivia is small talk. It would be a little uncomfortable if somebody came up to you while you were standing on the street corner and said, “You know, I don’t know you and you don’t know me, yet I’ve been dying to tell someone this secret. I just have to get this off my chest.” Then she proceeds to tell you some deep, dark personal secret and you find yourself thinking, “Do I really want to be hearing about this? I don’t think I need to be listening to this.”

That is not the normal way we meet somebody for the first time and it is not the normal way that a relationship is initiated. We usually start off a little slower than that. It takes a
while to check each other out, to test out each other’s ideas and values, and to know how comfortable we feel and how open we can be in sharing what we truly believe, think, and feel. So we might say something like, “Nice day, isn’t it?” Or in Texas we might ask, “How ‘bout them Cowboys?” This allows us to start with a topic that is common knowledge.

**Gossip**

What is the number one pastime in America, communications-wise? The number one pastime! Think of all the T.V. shows and magazines; it’s like a participatory sport. Talking on your cell phone certainly comes to mind, yet that is only a modern technology. This is something that two people probably invented in prehistoric time, perhaps in the Garden of Eden. “Hey, Adam, do you know what the serpent told me...?” Gossip. That’s it. Gossip is the number one communication sport in America.

*People Magazine, Entertainment Tonight, Oprah, The National Inquirer* are some of the magazines and T.V. programs that are devoted to gossip. Now you may feel that *The National Inquirer* is not exactly the way you like to educate yourself, even though you see other people reading it and you know that “inquiring minds want to know.” You may feel that *The National Inquirer* isn’t necessarily the kind of magazine or newspaper to which you would want to have a lifetime subscription.

However, when you go to the store (be honest now) have you ever done a little speed-reading in the aisle when you were checking out at the grocery store? When you look at one of those papers and you see your favorite actor or actress and
the headline reads, “Actor actually offspring of an alien from another planet,” how do you respond? Do you feel like you need to check that out or do you want to make sure that if there is something to that story, you will know about it before everyone else finds out? Gossip is something that is easy for people to do whether it’s over the back fence, on the telephone, through the media, or whatever. But it is not one of the deeper, more significant levels of communication.

**Current Events**

Some of the national current events you might hear about today might be Presidential and Congressional actions, political maneuvers, economic reports and forecasts, tragedies, weather patterns and storms, etc. Then there are the local current events. Some local topics of interest might be the City council actions, high school football, the zoo, community events, local politics, etc. Of course, wherever you are right now, you have some idea in your mind of the local, regional, national, and international current events.

There is a certain level of rapport that you can build by discussing these various levels of current events. These are areas of information that you can use to build safe, common ground.

Many the people who come in contract with you on a one-on-one, personal basis would, if they knew they could trust you, love to share some of their own personal current events, the things that are currently going on in their lives. As they get to know you better and feel they can trust you, they may begin to share what they are actually thinking and feeling and what is really going on.
Do you like to know people who you trust enough to really tell how you feel? Isn’t that really the definition of a good friend—someone who loves you, someone who can hear all that you share and not judge you for it but love you anyway? There are many people who would like to have friends they could share with in that way—personal current events.

A number of years ago, I was in a donut shop at 6:00 in the morning having a business meeting with a friend. We finished our meeting and as I was putting on my coat I said to an elderly man in the seat behind me, “Well, how are you doing today?” He stood up and I had the feeling he was going to tell me. He held his hand out and he said, “Well, you can see where the scar is right here. I can move my hand a lot better, yet the scar is still a little red. I just had the operation a few months ago. My right leg is about three-quarters of an inch shorter than my left, though they said there is nothing I could do about that. I did have pleurisy a couple of years ago.” He went through his entire medical history.

Have you ever had something similar happen to you? I can clearly recall the situation I was in as I listened to this man’s medical history. At first, I asked myself, “What is he telling me all of this for? I’m a stranger. He doesn’t know me.” I listened, trying to be courteous and I wanted to hear him through. I looked out the window and my friend was already in the car signaling me “Get out here! Come on!” I had a decision to make. The thought struck me, and it hurt me a little bit to think this, that it’s possible this man came down to that donut shop at 6:00 in the morning to have coffee by himself because that was the only way he could have a little human contact, whether he knew the people there or not.
All I had to do was ask a simple question. He was just waiting for someone to say, “Hi.” “Boo.” “Get out of here.” It didn’t matter what was said. He had both barrels loaded, ready to unload everything. All he needed was an opportunity. He didn’t even need a good reason, he was just ready to talk and communicate with somebody. So I signaled my friend to just hold for a while. I continued to listen and let the man finish his story. When he got through, I said, “And you mean to tell me you lived to tell about all of that?”

He replied, “Just as I’m standing here, I did.” As he was speaking, he straightened up a bit. I said, “I bet anyone who has been through as much as you’ve described is pretty thankful just to be here.”

“That I am,” he replied.

I continued, “I bet you feel like every new day is a bonus.”

“Yes, though I never thought of it quite like that. I guess I do,” he answered.

I then said, “I bet you’re going to go out and make this a great day. You probably don’t take any moment too lightly and probably really savor the life you have after all you’ve been through.”

“Yes, I guess I do,” he replied. “I’m pretty thankful that I’m still here. I have a lot to be thankful for.”

“Well,” I responded, “I appreciate your catching me up on what is going on.”

“No problem,” he replied. Then, as I shook his hand I said, “Maybe I’ll run across you here before too long and you can give me an update and let me know what is going on.”
“I’ll do that,” he responded.

I then felt comfortable about leaving him. Actually, I turned and ran! (Just kidding!) I had just taken a minute to reframe the situation. I reminded him that he did have a lot to be thankful for. It wasn’t all pain. He was still alive, up, out and having coffee early in the morning. He was still participating in life. I never forgot that experience, however.

Every time something like this happens, I think about the first time it really hit me that there could be hundreds of people all over the city, at the same moment, who are dying of loneliness; people who would just like someone to listen to them for a few minutes. I could not have just run out the door. I needed to listen to that man.

Another incident occurred in Madison, Wisconsin, after I had completed a speaking engagement. I was staying in a Holidome. They have palm trees and a big pool, all under a big plastic bubble. They have a Jacuzzi, ping-pong tables and game machines. On weekends, they are extremely busy. Everybody in the Midwest goes there for weekend vacations, birthday parties, and reunions.

We finished around 11:00 P.M. and I was exhausted. I was thinking, “Boy, it sure would be nice to relax a little bit and get into that Jacuzzi.” However, everything closed at 10:30 P.M. so I snuck along the bushes and palm trees and looked through the area and discovered nobody was around. I turned on the machine and got into the Jacuzzi. I was in there by myself for a few minutes, when I saw a man come out of his hotel room. He started working through the bushes himself. Then he saw me in the Jacuzzi as he was looking through the palm trees. “Is it open?” he asked. “No,” I replied. “Come on in.”
He came over and got in the Jacuzzi. A little uncomfortable at first, we both looked around for a few minutes. Finally, our eyes met, so I asked him, “Are you here on business?”

“Yes, I am,” he replied.

“What kind of business are you in?” I inquired.

“I’m in artificial insemination!” (silence).

“Yeah, right, right,” I thought. Then I had a decision to make. I needed to honestly ask myself, “Do you really want to know about this?” Even though the answer didn’t come back in the affirmative, I thought, “You know what you’re supposed to do. You know the rules; you know the relationship-building guidelines. As long as you’re here, and you’re both going to be here for a while, you might as well visit.”

I continued the conversation, “To be honest with you, I don’t know much about what you do. Would you tell me a little bit about your business?” He told me! He told me all about the machines they use, the processes involved, the freezers, and everything used for breeding. Of course, it was cattle breeding in the Midwest. I got a first class education about the artificial insemination industry, a multi-billion dollar industry.

It wasn’t ten days later that I was at a dinner party in Fort Worth. You know how it is when the men get in a circle in one area and the women get in a circle in another area and they just visit with one another. I turned to the guy on my left and introduced myself, saying, “Hi, I’m Bill Cantrell.”

He introduced himself and asked what I did for a living. After giving him a brief response, I asked, “And what do you do?”
“I’m in the cattle breeding business,” he replied, “artificial insemination.”

“You don’t mean it!” I exclaimed. “Have you heard about the new equipment they are using up in the Midwest?”

“How do you know about that,” he asked. “We just found out about that last week. Who told you about it?”

I told him that I talked to a man when I was in the Midwest who was with a particular company.

“They are the biggest in the industry,” he replied. “He told you all about the equipment?”

“Yeah,” I said, “and about this procedure.”

Then I saw his eyes light up. His energy level jumped ten points and he started looking around the room. I got the impression that he was looking to see if there was anybody else at that dinner party with whom he could talk about this subject. He zeroed in on me and I learned a lot more than I ever thought I would learn about that industry.

After we visited I said, “Listen, I’m going to go to the kitchen and get a Coke or something and I’ll catch up with you later.” Before I could get ice in my cup, he had followed me into the kitchen. He was kind of inching his way into this question, “Did that guy up there tell you about this particular aspect of the business?”

“No, no,” I replied. “I don’t think he did.” Then I thought to myself, “However, I have a feeling that you will.” He did.

I know that Dale Carnegie and all the early foundation builders on topics like, “winning friends and influencing people,” all said to find out what other people want to talk about,
and then to talk about that. That is what makes you a great conversationalist.

Find out what other people get excited about, and talk about that. That way their energy level gets to come up. If you had a brief conversation with someone during which you discovered something that got them excited, and then you did your interview on the heels of that – with their energy level at a peak – chances are they would be more receptive to your message.

People always say that the best time to do a presentation is right after dinner and even better after dessert. Then the person is feeling pretty comfortable, especially if she had that dessert and satisfied her sweet tooth. She takes a deep breath and she’s ready to hear just about anything you have to say.

The idea is to listen to people and let them tell you the secret recipe of what it would take to meet their needs. Find out what they really get excited about. Then you can see how to merge what you have to offer with where they are in their lives and what they are dealing with. I am convinced that developing rapport and trust is really an important part of the interview process to make sure that we make that connection and that we have a sound relationship as we are doing business.

Your interview or presentation is the first layer of a lifelong relationship. If you approach it that way, it is worth doing the upfront homework, building that foundation, establishing the rapport, and having strong relationships as you move into a business contract with each other. You will be agreeing to support, help, and encourage each other as you each grow your own business. It makes a lot of sense.
IDEAS AND OPINIONS

A lot of conflict can occur when ideas and opinions are expressed because they are so personal and individual. Everybody has her own ideas and opinions about things, so there is a potential for conflict. However, if you can learn to hear another person's ideas and opinions without judging them or reacting to them emotionally, this will help you to build rapport. The other person will feel safe when expressing her ideas and opinions to you.

This does not mean you need to agree with her. You simply need to accept her right to hold those views and to express them in an appropriate manner. You can then express your own point of view on the matter if you can do so in a calm, non-emotional manner that does not carry the unspoken message that she had better agree with you. The ability to exchange personal ideas and opinions with others without undue conflict will be a powerful tool to help you build rapport and grow relationships.

FEELINGS

If people don’t get their feelings out in a communications process, what do they normally do with them? They hold them in. We call that “stuffing your feelings.” So what happens if you stuff your feelings and you don’t know how to communicate what you’re feeling inside? William J. McGrane, the founder of the McGrane Institute, once stated “Feelings unexpressed will always express themselves in another way at another time.” How do feelings show up? How do they express themselves? Boom! Explosion! Anger! Fireworks!
Illness! Depression! Fear! Bitterness! Revenge! Maybe even sabotage! Your career or your relationship with somebody may be sabotaged.

It would be healthy to learn how to get your feelings out in an acceptable way and to help other people do the same. It would also create an atmosphere for people to draw close to you and make it easier for you to have more solid relationships up front?

Consider the following scenario. I assert the right to express how I feel. I’m angry and I want to express that I’m angry so I say, “I’m so angry at you that I want to punch you right in the nose!” What if I did that? Are there consequences for that? Sure there are consequences. No matter who I was dealing with, there would be consequences for that behavior. First of all, the other person could punch me back or sue me. What if she gets hurt more than I thought she would? What if she falls and hits her head? There are all kinds of things that could happen if I feel that I need to express all of my feelings like that. If we do that, then we need to be willing to accept the consequences of doing so. However, there is a better way.

A better way would be to describe my feelings by saying something like “I’m feeling very angry right now. I feel like it’s going to have an impact on our relationship in the future. Do you care enough about our relationship to take a few minutes to discuss it?” I would most likely have her attention.

Our great fear is that if we say something like that to someone, she would say, “Who cares? I don’t care if you feel that way. I couldn’t care less.” We fear rejection. It would be appropriate to look somebody who responded that way right in the eye and say, “Based on what I’m hearing you say I guess it’s
okay with you if throwing around comments like that destroys the feelings I have for you in our relationship. Is that what you are trying to tell me?"

Isn’t that what happens? Do you have a spouse or someone who cares about you, who gives the impression that he doesn’t care? Are there consequences to the relationship? Can feelings die? Can a relationship move farther apart? You better believe it. It’s time we learn to be honest and up front, and describe how we are feeling. If we don’t express our feelings, they will express themselves as an illness, a headache, alcoholism, abusive behavior, possibly even suicide. It is possible that people sometimes have such little skill in communicating that there is no way to tell the world how great their pain is other than to take their own lives. That is a frightening thought for me. We need to learn to communicate better so we can prevent this type of tragedy.

Psychologists say that the three choices we have are to fight, to flee, or to stay and communicate. Most of us know how to fight or how to run. But many of us have never learned to stay and communicate in challenging situations that scare us and frustrate us, the one’s we don’t know how to handle.

What if we just learn to be more honest and to describe how we are feeling inside? “I’m feeling angry. I’m feeling frustrated that what I thought was going to happen isn’t happening. What I had painted as a picture in my mind isn’t going to come about. I’m feeling disappointed. Do you care about us working this out?” Learn how to describe how you feel; it’s a healthy thing to learn. You can then help other people get their feelings out too.

There were three major lessons for communicating that I learned as I began my business in 1980. Number one was that
people are different. How many of you know some real different people? They probably believe we’re the ones who are really different. Then to top it all off both people expect the other to change to be more “normal” like they are. I remember when I was growing up and it dawned on me that I was the one that was really different.

Most of my life I labored under a false belief that if you weren’t raised like my family raised me and you didn’t go to school, wear the kind of clothes we wore, eat the kind of food we ate, or go to my church, I hate to be the one to tell you but it’s too sad and it’s too bad but you’re wrong. I believed that eventually you would figure it out, but I thought that in the meantime I’d help you.

What I came to realize is that people didn’t appreciate my help. They said I was critical and judgmental. I came to the conclusion that if we each have a completely different life experience and personal history from anyone else, even if we were a twin or Siamese twin, we would still be different in experience, beliefs, values, and preferences.

What would cause us to believe we could walk up to someone and meet them for the first time and expect them to be just like us or agree with us on anything - that is the working definition of unrealistic. If anything, we would be better off expecting others to be completely different and then pleasantly surprised if we happened to agree.

We moved from Memphis in the Deep South to St. Louis in the Midwest. When the moving van arrived we had all of the neighborhood kids in our front yard checking us out. One of the kids looked at me and said, “You talk funny.” He said, “You sound like that little girl in that commercial.” I asked, “What commercial,” and he said, “You know, shake and bake.”
I knew the one he was talking about where this little blonde-headed girl looks up from cooking with her mom and says, “And I helped,” only she said it more like, “Hay-Yulped.” Well I don’t mind telling you I was incensed, not to mention embarrassed. The accent was one thing, but to be compared to a girl was a whole other matter. To be honest it hurt my feelings and my manly pride, so I tried to defend myself.

“I do not,” only I said it more like, “Naw-ut.” Then they said, “Now you sound like Andy Griffith.” I went into the house determined I was going to make some friends after supper if it was the last thing I did. When I came out of the house I had a paper towel (grease-soaked I’m sure) full of fried okra. The kids came over and asked, “What’s that?” To which I replied, “What do you mean what’s that? It’s fried okra; it’s like a vegetable or something. I don’t think God intended for you to eat it boiled, but when you fry it, it’s pretty tasty. Try some.”

“No,” they said, “We don’t eat that up here.” I questioned, “Then what do you eat?” They said, “Food. We eat roast beef, green beans, spaghetti, you know regular food.” So I asked, “If not fried okra, do you all like corn bread?” They said nope, regular bread. I thought to myself you know I feel sorry for you! You don’t know what you’re missing! That’s when it dawned on me I was the one that was different. Then, believe it or not, a year later we moved back to Memphis and the first thing my friend noticed was, “you lost your accent – now you sound like a Yankee.” Sometimes you just can’t win. The lesson I gained was that the further you get from home, the more different you and others are going to be. Not too long ago I took my two girls with me on a business trip to do some seminars in Honolulu. The people I was working with were so kind as to provide us with tickets for a dinner cruise as we stayed over for spring break vacation. After we helped ourselves to the
buffet, they started the cruise highlight – a Polynesian Review Show. As I was trying to eat my luau-type food, I looked up to see a native Hawaiian dancer with a grass skirt, a big feather head dress, face paint, swinging coconuts on a leather string. To my amazement he jumped up, then half-squat ted down in front of our table, stuck his tongue way out and said, “Aughhhhh,” as I swallowed my bite. All I could think to myself was, “Now that’s different!” Then I thought to myself, yeah but I bet when he was growing up in Fiji, Samoa, New Zealand, or wherever, every Friday night when they had their big dance at the Fiji Jr. High that is what they did – no big deal. That was just the way they do it there. When you think about it, wouldn’t it be disappointing if you spent the big bucks and traveled halfway around the world to find it was exactly like it is back home? I want it to be different. If difference and diversity is the way God designed it to be, who are we to disagree?

YOU NEVER CAN TELL
You never can tell when you send a word
Like an arrow shot from a bow
By an archer blind, be it cruel or kind,
Just where it may chance to go.
It may pierce the breast of your dearest friend,
Tipped with its poison or balm,
To a stranger’s heart in life’s great mart
It may carry its pain or its calm.
You never can tell when you do an act
Just what the result will be,
But with every deed you are sowing a seed,
Though the harvest you may not see.
Each kindly act is an acorn dropped
In God’s productive soil;
You may not know, but the tree shall grow
With shelter for those who toil.

You never can tell what your thoughts will do
In bringing you hate or love,
For thoughts are things, and their airy wings
Are swifter than carrier doves.
They follow the law of the universe-
Each thing must create its kind,
And they speed o'er the track to bring you back
Whatever went out from your mind.

Ella Wheeler Wilcox
CHAPTER 3

THE SIX PRINCIPLES OF PERSUASIVE COMMUNICATIONS

There are six principles that govern human behavior that provide a structure of philosophical and psychological guidelines within which communicating with mastery fits.

Effective and appropriate words delivered in an inappropriate tone and atmosphere has less impact. Researchers tell us that over 90% of communication is non-verbal. Words make up about seven percent of communication. Thirty-eight percent of communication comes from tone and presentation, while fifty-five percent is made up of actions. As you can see, words are only a small portion of communication.

Have you ever had someone tell you the things you wanted to hear, however their timing was off or their tone wasn’t appropriate? Incongruities in communication confuse us. People are aware when behaviors and attitudes do not line up with words and tone. When communicating effectively, you don’t want to send mixed messages. You want to make sure your messages line up with the words, your tone, and your behavior so that your message has more strength, power, and persuasion.
YOU CANNOT MOTIVATE ANYONE

Have you ever tried to motivate someone? What kind of response did you get? Resistance? Negative reactions? What are some of the replies you get when you try to motivate someone to do something because you are excited about it or want them to do it? “That’s stupid!” “I could never do that.” “I don’t have the time.” People resist us and tend to make excuses when we try to motivate them to do something they do not really want to do.

Please take a moment to perform a little experiment with a family member or friend. Ask the person to hold his hand up for a moment. Then put your own hand against his and push lightly; observe how he responds. Did he push you back? Did you then push a little more? Have you ever noticed this phenomenon before?

Whenever you push someone, they have a tendency to push back. If somebody pushes you, would you at least push back enough to stand your ground and not allow yourself to be pushed around? Is it possible that you might even push a little harder, just to demonstrate that you can do it? It is a natural reaction for a person being pushed to stand his ground and push back, or maybe, to escalate the conflict. Is an environment in which this kind of resistance is created an ideal place for communication? Certainly not!

Did you ever get into a situation with a brother or sister or a friend in which you were in your room with the door closed and the other person was outside attempting to get in? He might have said, “If I get in there, if I get through this door, I’m going to beat you within an inch of your life!” You better not let me in!” The whole time you are holding on to the doorknob
for dear life and resisting with all your strength. He is inching you back and you’re having trouble holding the door.

We can stonewall our communications by creating an atmosphere of resistance with the messages we send out. Suppose you sent out the following message: “You should (ought to, have to, must) do this. This would be perfect for you! It's custom designed for you. You just have to do it. I’ve searched around and found the opportunity that you have got to have.”

When you create that kind of expectation in a person’s mind, chances are it could cause them to resistance your idea. They might feel, “I beg your pardon. I’m not in the habit of letting other people run my life based on what they’ve been through.”

Relate this to when you were holding the door with your brother, sister, or friend on the other side. If you let go of the doorknob and let them come in, they most likely flew in! Likewise, if you removed the pressure from the person you’re trying to motivate, they would naturally be carried toward you.

It is a more ideal way to communicate if they want to come to you rather than you pushing your ideas on them? You would not want to take the decision-making away from the person you are interviewing. Always give him the freedom to make a wise choice for himself; let him be in control. If you leave him with the impression that he has to do what you want him to do, then you are trying to manipulate or control by not allowing him to honestly express his feelings.

So that means if you are able to get an agreement but you have not dealt with him in an honest, open, and forthright
manner from the beginning, my experience has been that there will be communications problems later on.

We cannot escape the consequences whenever we don’t allow people the permission to make their own decisions and do what they see is the wisest thing for them. So, we want to invite people to investigate our opportunity. Know the benefits, know their needs, and get the two together; then let them make their own decisions.

**Everyone is Motivated**

Everyone is motivated. Based on some of the people that you know, do you find this hard to believe? When you think of someone being highly motivated, what do they look like or sound like? Excited? Disciplined? Enthusiastic? High energy? Assertive?

I think of someone who gets up at four, five, or six o’clock in the morning and runs four, five, or six miles. Then eats four, five, or six eggs and does four, five, or six days worth of work in four, five, or six hours. Then they call up and ask, “What are you doing?” I roll over in bed, cough a little, and ask, “What time is it?” I hear, “You mean you’re not up? Get up! Get up! You missed the best part of the day. The sun is already up. What’s wrong with you?”

I then roll over and say this little prayer! “Lord, please don’t let me catch this disease.” I don’t want to have to live like that. I like to watch T.V. every once in a while. I like to take a nap sometimes. So sue me but I don’t want to be required to live at that level of intensity all the time. Being motivated is some-
thing that everybody determines in his or her own mind. You
have your own idea as to what being motivated would be.

Then there is the person who gets up at 10:30 or 11:00 A.M.,
stumble into the kitchen, open a new bag of Ruffles, plop
down on the couch and watch a little T.V. (from The View to
Oprah). They finally get up about 3:00 or 4:00 in the afternoon
and start thinking about work. They do about an hour’s worth
of work then start thinking about dinner and where they will
go out that evening; that’s a big day!

Many of us may find we are able to identify with this type
of person at some time in our lives. The reason I know so much
about the latter sequence of events is because, I confess, I have
tried it a few times. Is it ever acceptable to have a lower level
of motivation?

There are circumstances in which some of the people you
will be interviewing might experience this lower level of moti-
vation. It might stem from things like a recent move, a job
change, looking for a job, career challenges, a divorce or sepa-
ration, relationship challenges, a death, financial stress, illness,
or any type of grief or transition. These are real issues that the
people you interview could be dealing with as you talk with
them about a career move. These could be some of the reasons
people give you for not doing business.

Have you ever met with somebody that was dealing with
one of these issues at the time? Perhaps he or she didn’t feel
like it was the proper time for him or her to get involved with
your business opportunity.

The goal here is to show that your business opportunity has
something to offer a person who is dealing with one of these
issues, whether it is a challenging transition such as a move,
loss of a job, or financial stress or an experience of grief from a
death or serious illness. A support network, job opportunities,
flexibility, new people and friendships, opportunities for sus-
tained income and financial security, the chance to help other
people as well as himself would appeal to a person in one of
these situations.

This would even give a person a sense of self-confidence
and well being; the satisfaction of being involved in something
where he knew he was making a contribution.

There are be a lot of people who, if they are dealing with
challenging issues, would initially resist your offer even
though your benefits are answers to their challenges. Sometimes these situations test how deeply you are persuaded
that there is value to what you are offering. In addition to hav-
ing support from family, church, and other organizations, your
business might be another viable source of support that a lot of
people could use.

Many psychological experts say that the number one source
of pain that is becoming an epidemic is loneliness and isolation,
regardless of age group. We are becoming more fragmented
and fast-paced, and information overload is distancing all of us
from one another as we try to become more specialized and
learn different specialized languages. We have fewer people to
whom we can communicate what we are learning and experi-
encing. People are becoming more and more isolated.

Sometimes what people need more than anything is some-
body who cares, somebody who understands, and somebody
who can support them and help them make transitions. Isn’t
that what growing is all about? Every time we take a major
step toward growth, it is a challenge; it is potentially painful.
We need an understanding and like-minded group who can help us through those transitions.

I always hope that this support will come from where our faith is rooted, that it will come from our families. However, I also know that in reality, direct selling professionals actually get the job done as well as those more traditional support groups. Because unconditional acceptance and support crosses all boundaries, your business can become a viable source for people to plug into and get support to facilitate their personal growth.

If you meet them at their point of need, identify with where they are at the time, and understand them, this allows them to be at a lower level of motivation temporarily. As you gradually affirm them and educate them, it allows them to move up and grow into a higher level of motivation. That’s what direct selling opportunities are famous for—inviting people in, then helping to build their self-acceptance and to develop their beliefs, learn to utilize their gifts, talents, abilities, and eventually, to create the lifestyle they are after.

It is a privilege, then, to watch them as they come alive, become more productive, and generate positive energy in their lives. It is rewarding to watch them give back to the community when there was time when all they could do was take. We can’t give something until we have something to give.

Sometimes in life we are bankrupt, monetarily, mentally, emotionally, and even spiritually and we need to have a source of extra support. It is comforting to know that your business could provide one of the most viable support systems that an individual could find for personal growth, training, and education, by providing an environment in which they can be nurtured, grow, thrive and make transitions.
Your business is a viable opportunity for earning income. If you believe that, then when you were doing an interview and you discover that a person’s needs include money, you wouldn’t hesitate to let them know honestly and persuasively the monetary benefits your business has to offer. To the degree that you do hesitate, you are withholding what people are seeking.

They are searching and you have the answer. Because it is a dominant need, it is a primary issue in their minds. They are looking for answers and you are the one who knows the benefits your opportunity has to offer and you have the answers. Then it is only a communication issue that keeps people from seeking the true message that there is something of value for them in your business and they could receive it.

The fact is that everyone is motivated. Every level of motivation is okay because that is where people are. Accept the reality that in whatever stage we meet a person, if we can help meet his needs, we will have the satisfaction of knowing that we have helped him grow toward his goal. This is the reason that there have been so many success stories in direct sales and network marketing companies.

**People Do Things for Their Reasons, Not Yours**

Allow people the right to be self-determined and make their own decisions. Your job is to paint an accurate picture showing the benefits you have to offer so your prospects can see that it is a reality. Hope is there for them.
IF I KNOW ME BETTER THAN YOU KNOW YOU,  
THEN I CONTROL COMMUNICATIONS

If you know your developed and undeveloped areas, that helps you control communication with another person because you can make adjustments from the inside. You could be more sensitive to the developed and undeveloped areas of the other person. What if his needs fall in your undeveloped area; what would you want to do? If he has a developed area that is the same as your undeveloped area, then you would want to develop more of your undeveloped area so that you both could communicate more effectively. If his undeveloped area was the same as your developed area, then you would want to make sure you didn’t take your developed area to an extreme. If you take any developed area to an extreme it becomes a limitation or an undeveloped area.

We can over-use our developed areas and we can under-use our undeveloped areas. Determining how much of each to use depends upon the other person’s style and not upon what we prefer. What does the person need to understand in order for our message to be communicated more effectively? This reminds me of a Bible verse that has become one of my favorites: “I have become all things to all men, that I might by all means save people” (1 Corinthians 9:22 NKJV).

Since it is up to us to make these adjustments, we need to become flexible in our style of communication in order to facilitate the outcome that we want. How do we do that? If we come in contact with someone whose developed areas match our undeveloped areas, it would be wise to use more of our undeveloped communication areas temporarily.
If, on the other hand, we contact someone whose undeveloped areas are the same as our developed areas, then it might serve the situation best to moderate our developed areas and use only the amount of our personal power that is appropriate. Have you ever been in a situation where you used all you had and it was simply too much? You got overly excited about something and you saw that look in the other person’s face, “I don’t think they’re all there. Nobody who knows what is really going on could be that excited about anything.” When you are overwhelming or too enthusiastic, you can become suspect and your credibility can be called into question. The idea is to learn to balance—to learn how to be flexible in your communication.

My hope is that you acquire the ingredients that are not currently available to you. You don’t need to change your developed and undeveloped areas, your personal style per se, just become more aware. You fall in love with your own style and then, to the extent that you do, you can now give other people permission to have their own unique style. If you give yourself permission to have your own style and stop denying that your personal history is what it took for you to have the style you have, then you can accept that your style is valid. You can accept that there is a reason you have these ingredients.

However, that does not mean that just because you developed one or two dimensions first, that is all you need to develop or all you can develop. The choice is yours to develop other styles as well. Once you fall in love with your own style, and give other people permission to have their styles, you’ll begin to develop their styles too because you won’t be fighting them like you used to. If you were with someone before you might think, “You know I really don’t like his style. He talks all the time and I’d like to have more opportunities to talk.” Well, if that is the case, when you no longer resist the fact that he has
a style that needs to talk, you can then learn to listen because you want him to have the most comfortable vehicle for understanding your message. You want to be affirmed and to have a comfortable way of communicating and so you make the adjustments on your end. What will end up happening is that you will create a more ideal atmosphere and get the bottom-line results you want, even though the message was more flexible.

If you can view each dimension of behavior as a “God-given” characteristic, you can begin to acquire the other styles; then you’ll be able to dance back and forth across the behavioral spectrum. You’ll be able to use equally well the dimension of behavior that work best with the person you’re with to create the outcomes you’re after. You will begin to value all of them equally and no longer devalue any of them to the extent that you don’t want to use them. If you’re not able to use a style, then that means you don’t value it. If you do value all the styles equally, then you’ll begin to attract them. You’ll feel comfortable around them. You’ll be able to see how to use each style effectively as time goes by and become multidimensional in your communication approach.

If I Know More About You Than You Do, I Can Persuade You

What is a stronger word than persuade? Convince? Control? Manipulate? Force? What about exploit? Use? Abuse? That’s pretty strong language, wouldn’t you agree? This calls for a degree of caution. This information, because it has the power to draw people close together, diffuse conflict, help people, and heal relationships, also has the potential for great
harm. You can use a style as a label. You can call people names. They’re always so demanding. They think they’re always right or they’re so boring.

Some people can handle that; their style allows for it. However, you can’t take it to an extreme so that it becomes something that isn’t very funny any more. You can also use it to inflict pain or show your disapproval. So make sure you are very careful with this information and that you don’t end up judging or labeling people even more now that you know who they are and how they operate.

Now you know the reason people do what they do. Hopefully that will allow you to understand them, because you know their styles. You know, when we understand somebody it’s hard to be mad anymore. We understand there is a motive behind their action. There was a reason for what he was doing. He was doing it because that is his style. You may find that you’re not going to be as upset with your spouse because you’re going to realize he wasn’t doing anything just to spite you; that’s his natural style. That’s the way life prepared him to be, based on his personal history.

So, the idea is to be very careful and do not use styles as labels. You are multi-dimensional. You developed one or two dimensions first, and then you have a chance to develop the others. All four styles are in you. They are all diverse, God-given characteristics that can have an impact on people.

Don’t begrudge the fact that people have characteristics that you don’t have and they got theirs first, because the same is true of you. If you got different ingredients first, then you know that you have access to the others as well. You may still keep your favorite way, yet you need to know how to us them all. So when you are with other styles of people, don’t alienate
yourself because you don’t have their particular way. That’s the whole idea—collaboration.

**If I Share My Idea Your Way, Then I Make It Easy For You To Accept Or Buy**

If you share your ideas the way your prospects prefer to hear them, you make it easier for them to buy. This is the culmination of the other five principles.

Think about the other person.

Tune in to others and find out where they really are.

Pace with the other person and respond according to where they are.

This information puts you more in control because you can adjust your message from inside so it is more sensitive and appropriate for the other person.

Stop and think about this. If you are making initial changes in your developed and undeveloped areas internally, and if you are using more of your undeveloped areas and using less of your developed areas, who are you actually controlling the most? You are controlling you.

The fact of the matter is that we really can’t control anybody else, nor do we want to because that is not healthy for relationships. However, we can control ourselves. Self-control can get better results and better outcomes in our communications. We can control the communications on our end so that they are more appropriate for others to receive. In selling, sponsoring, and recruiting, we can be accused of trying to control others.
The idea is that selling is becoming more and more of an integrity-driven business. We build integrity as we learn to serve others, as we learn to provide them with the appropriate information, and then allow them to make a decision. They make the decision and yet we are there to help them and facilitate the process, making it easier than it normally would be to choose.

"If I KNEW YOU AND YOU KNEW ME"
If I knew you and you knew me
If both of us could clearly see,
And with an inner sight divine
The meaning of your heart and mine
I’m sure that we would differ less
And clasp our hands in Friendliness;
Our thoughts would pleasantly agree
If I knew you and you knew me.
If I knew you and you knew me
As each one knows his own self, we
Could look each other in the face
And see therein a truer grace.
Life has so many woes
So many thorns for every rose;
The why of things our hearts would see
If I knew you and you knew me.

Nixon Waterman
CHAPTER 4

INTRODUCTION TO THE DISC MODEL

UNDERSTANDING DIFFERENCES IN STYLE

The DISC Model was developed by the ancient physicians and philosophers and discussed by such notables as Hippocrates and Galen. This system asserted that there were four different temperaments found among people and that they were determined by the relative proportions of four humors or bodily fluids, namely: yellow bile, blood, phlegm, and black bile.

The names of the four temperaments as found in English translations were Choleric, Sanguine, Phlegmatic, and Melancholic respectively. This terminology is still used by some contemporary writers, especially in the Christian community, when discussing personal styles.

Modern psychological research has confirmed that there are four discrete temperaments (types or styles), although some refinements have been made in the descriptions. The source of these temperaments was always speculative, since it
It was impossible to determine the quantities of the various bodily fluids in a person without killing him, at which point determining his style became somewhat irrelevant.

The DISC Model itself is based upon the independent research of William Moulton Marston, a contemporary of Carl Jung, who was best known as the developer of the Wonder Woman character, and he was the inventor of the Lie Detector or Polygraph. He spent 35 years researching and studying people up close and personal, every nuance of behavior was factored in rather than exploring a person’s deeply rooted personality traits as Jung had done.

Marston chose to focus on readily observable behaviors. Once he had identified the four styles based on observable behavior, he then proceeded to study individuals of each type to gain some insights into their inner drives and motivations. He stressed two important concepts:

Unlike the direct stimulus-response pattern found in other animals, as demonstrated by Pavlov and others, human beings interpreted any stimulus through their own personal lenses that were influenced by a number of factors, including behavioral style. Therefore, two people might react to the very same stimulus in diametrically opposite ways.

Each behavioral style is most effective and appropriate in certain types of situations and a truly effective person constantly modifies his behavior to meet the demands of the current situation. Therefore, behavioral styles do not represent labels or boxes into which a person is confined; they provide a smorgasbord of behavioral possibilities from which a person may choose at any given moment.
Subsequent research has provided further refinements to Marston’s original findings. Each person does develop a core behavioral style, which is part of his more or less stable personality. This core style is formed as a result of hereditary predispositions and early life experiences. It is the style that seemed to work best for him as a young child to meet his needs. Of course, a child’s perception is not always accurate. In any case, he tends to stick with his chosen style, using it in most situations and developing most of the behaviors, skills, traits, and characteristics associated with that style. We may refer to this entire set as a developed area.

Most people will also develop some of the behaviors, skills, traits, and characteristics of at least one of the other three styles. This may be the result of natural exploration of possible behaviors or it may be the result of continued exposure to a type of situation in which their core style is highly ineffective.

By understanding the DISC Model, you will be able to consciously choose the behaviors, styles, etc. that you wish to develop and to consciously select the most effective and appropriate behaviors to use in any particular situation. This will give you a strong measure of control in all of your interactions with others.

**DOMINANCE**

People with “D” or Dominance as their primary style (the style they tend to use most) comprise the smallest percentage of most groups or populations, although they often exert the most influence. Focusing on bottom line results, these people
seek to maintain sufficient control or influence in any situation to ensure the results they desire.

This style is most effective in a crisis or in a situation or environment which is likely to be somewhat hostile, dangerous, competitive, or otherwise unfavorable, and in which the person has established a significant level of power or influence.

Sometimes a person with a primary “D” style will attempt to use this style in a situation in which he has little or no power or influence. The usual result is that he is totally rebuffed and does not accomplish his objectives or bring about his desired results. His over-confidence in his personal power leads him to bypass the other steps necessary for success.

A person may also attempt to use the Dominance style in a situation or environment that is essentially favorable, so that there is no need for a high degree of control. In this case, he will probably get his immediate results. In the process, however, he may also build resentment and lose credibility and, hence, power and influence with others who are present. In essence, he may win the battle and lose the war. When a developed area is overused or used inappropriately, we say that it becomes like an undeveloped area. It is just ineffective, and its use needs to be refined.

People with a primary Dominance style tend to be fast-paced and outgoing. They want results immediately, if not sooner, and they are generally willing to do whatever it takes to obtain them. They tend to make quick decisions based on the data currently available, seldom waiting for more information to be obtained. They prefer to make a less ideal decision and get into action and, then, to monitor the results and make in-course corrections as needed. Excellent problem solvers,
they tend to use a combination of logical decision-making and random, educated guesses, hunches, and gut feelings derived from past experiences.

People with “D” as their primary style tend to question the status quo. They are constantly looking for new ways to do things, new challenges to undertake and, sometimes, new ways to overcome their own boredom. They like to initiate new projects, though they may not always want to follow through once the new activity has begun. They are generally quite resilient, responding quickly to changing circumstances. They tend to be highly competitive. Sometimes a personal win can become more important than their stated objectives. Easily angered if they perceive that their results are being threatened or someone is taking advantage of them, they rarely hold a grudge, tending to forget the incident once their anger has been expressed. They generally have a “take charge” attitude, regardless of their formal position or status. Prudent risk-takers, they are willing to explore new possibilities and follow their hunches, they generally have prepared one or more alternative plans to cut their losses and move on if things don’t work out as desired.

Those with a primary “D” style tend to be the most congruent of all the styles. They tell it like it is, saying whatever is on their minds directly and unequivocally. You generally know exactly where you stand with them. They also tend to be fairly open, keeping few secrets, although not necessarily volunteering information unless asked. Both of these tendencies, however, may be set aside in order to obtain or retain a competitive advantage.

Primary “D” also tends to be the least accepting of others, their actions, and their ideas. “My way or the highway” is
often their operating principle, whether stated or implied. They may show little tolerance for conflicting ideas and opinions or alternative ways of doing things. Since they tend to fully express their displeasure and scorn, they may have difficulty building and maintaining relationships. In fact, they may tend to view a relationship as a task to be mastered and evaluated on the basis of bottom-line results. They also may be seen as somewhat unreliable. They become so totally engrossed in working to produce their own desired results that they may overlook their commitments to others.

Those with Dominance as their primary style tend to have a high level of confidence in their ability to get the job done, overcoming whatever problems, challenges, or obstacles they may encounter or finding ways to work around them.

With a “never say die” attitude and formidable courage and persistence, they generally succeed in whatever they undertake, although they, too, may get stuck every once in a while.

Primary “D” tends to be excellent short-term planners. They have many creative ideas for new projects and for improving existing projects and procedures. They can generally see how all the pieces fit together and how everyone’s efforts can come together to produce the desired results. Sometimes, however, their focus on immediate results can prevent them from seeing the big picture in terms of long-term planning.

People with a primary “D” style, may tend to view communication as rather inefficient. They often try to streamline their communication by saying only what they believe to be absolutely necessary. Similarly, they may tune out what they believe to be unnecessary communication from others. They
expect others to fill in the details for themselves and they may regularly provide their own version of the details of another person’s conversation, even though it may contradict what the other person actually said. Obviously this can lead to many misunderstandings and conflicts.

Once a primary “D” learns to communicate more effectively, he can share his considerable visions and insights with others and thereby increase his effectiveness dramatically.

People with Dominance as their primary style tend to be most effective in an environment in which they have some clear power and authority, with the limits of that authority clearly defined. They need freedom to explore new and varied activities with very little supervision on a day-to-day basis. They need to be given a challenging responsibility, allowed to work independently, evaluated primarily by their results, and recognized for their individual accomplishment. Within an organization, they need to see possibilities for new challenges and/or personal advancement or they will probably choose to leave.

To further increase their effectiveness, primary “D” needs to work with people who they trust, who are more inclined to make more cautious decisions, obtaining and analyzing more data, calculating probable risks, and weighing the pros and cons of potential actions before deciding. They also need people who may be more sensitive to the needs and feelings of others and who can help structure and maintain a more predictable and less volatile environment.

Primary “D” can also increase effectiveness by becoming more aware of their need for cooperation of others in order to obtain their desired results, communicating more thoroughly, slowing their pace a bit and taking more time to relax. They need to realize that it is not necessary to win every time. In fact,
sometimes an unexpected loss can help keep them attuned to the real world.

People with a primary “D” style tend to be less sensitive than others. Their feelings don’t get hurt easily. You can be very direct with them, without mincing words or tiptoeing around. They have become accustomed to overcoming opposition and dealing with adversity.

A primary “D” woman once said to me, “Bill, I think the reason I became a primary “D” is that when I was in my middle teens both my parent died. I was left with the responsibility of raising the rest of the children and there were nine of them.” This is a classic example of a person who developed a new primary style; well after her core style was formed, as a result of changing circumstances. In the business world, many women have adopted a primary “D” style as a means of competing in a male-dominated environment. Nevertheless, this apparent lack of sensitivity on the part of primary “D” has caused some people not to value this style and to avoid using it even when it would be most appropriate.

Many times Dominance is misunderstood. My observations are that they are not so insensitive as they are simply single-minded task focused to the exclusion of those around them.

It is possible that were it not for some primary “D” people, the thirteen British colonies might never have broken away from England and formed the United States. It required some Dominance for people to have the courage of their convictions to become pioneers and travel across the country facing all sorts of dangers until they finally reached the west
coast, thereby opening the entire country for travel and settlement.

Think about the original astronauts or anyone taking the risk to explore a new frontier. Did it take some Dominance for a person to go into orbit and circle the earth, when they really didn’t know how well those rockets were going to work or how well the technology was going to support them?

Even now when I hear about astronauts going outside of the spacecrafts with only the small lifeline to sustain them, I think to myself, “Boy, that takes a lot of faith. That takes a lot of courage.” We need those pioneers.

Whenever we begin to break new ground, there is a high risk of injury and loss of lives. However everyone who follows the pioneers benefits from their effort and their courage. I hope that you can appreciate the enormous contributions made by the primary “D” people. They tend to take on much more than their share of challenge and responsibility, often pulling off miracles that benefit us all.

Not surprisingly, primary “D” frequently experiences stress. They respond by instinctively resisting the perceived source of the stress and fighting back. They may become critical, domineering, blunt, intrusive, aggressive, irritable, and increasingly restless. Prolonged stress may lead to emotional dysfunction; they may repress all their emotions and appear to function like robots.

The most effective way for them to relieve their stress is by engaging in some type of strenuous physical activity. A competitive sport is the most effective, although any activity will help. If alone, they will generally set up some type of competition with themselves to see if they can break a previous record or do
more than they would normally expect to do. Watching a competitive sport can also help if they can get emotionally involved in the competition. It is important to note that a person with Dominance as his core style will also turn to physical activity to relieve stress even if “D” is no longer his primary style.

**INFLUENCING**

People with “I” or influencing as their primary style tend to focus on building relationships, communicating effectively, and being accepted by others.

They seek to meet their own needs and accomplish their own objectives by seeking the cooperation of others. This style is most effective in a situation or environment that is basically friendly and supportive in which the person has established a significant level of popularity or influencing.

If a person attempts to use the “I” style in a hostile, dangerous, or competitive situation, the results may be rather devastating. The primarily “I” may find that his requests and pleas are being completely ignored and that others are taking advantage of him whenever possible. If the primary “I” uses this friendly approach in an environment in which he has not yet developed much influencing or popularity, he may get little response, since he has “not yet earned” the cooperation of others in that environment. Nevertheless, every persuasive presentation may produce some desired results.

People with a primary Influencing style tend to be fast-paced and outgoing. They also tend to make quick decisions based on minimal evidence. Unlike the primary “D” who makes his decisions on the basis of sound (though limited)
data, hunches, and gut-feelings which are soundly rooted in past experiences, the primary “I” tends to make his decisions on the basis of more questionable data, intuition, and feelings. He is less likely than the primary “D” to carefully monitor the results or to make course corrections as needed.

The result is often a very creative and insightful decision; however there is also the possibility that it will be based upon fantasy rather than upon reality.

People with “I” as their primary style have a strong people orientation. They want everyone to like them, or at least to accept them. As a result, they try to like everyone else and to look for the best in people. Sometimes this leads to unwarranted trust and optimism. They excel at relieving tension in a group and at making others feel at ease. They often use jokes and humor to relate to people. In a sense, they are always performing, since they tend to do everything with flair and style, putting a little extra energy, a bit of pizzazz, and a bit of fun into everything they do.

Primary “I” tends to be charming and enthusiastic. They are generally high-spirited and they can be quite talkative and entertaining. Gifted communicators, they can present their message with clarity, articulation, and appropriate emotion. Their concentration on speaking and transmitting their message effectively, however, may cause them to hear some of the comments, responses, and feedback from others. They enjoy being with people and they are the most likely of the four styles to initiate contact with people they have not yet met.

People with Influencing as their primary style are most effective in an environment in which they have already established a degree of recognition and popularity. They prefer a democratic or participative approach to leadership in which they have little
direct supervision and many opportunities for informal guidance and support. They enjoy working with people who will permit them to express themselves fully and with whom they can develop social relationships outside the workplace.

Since primary “I” tends to focus primarily on communicating and building relationships, they may have difficulty accomplishing their assigned tasks. They may forget about getting the task done because people are so important. This is particularly true for those who have very little “D” or “S” behaviors in their repertoire. They benefit from working with others who are more attuned to accomplishing the tasks and who can help to establish schedules, priorities, and organized systems and procedures. They also benefit from people who will do the necessary research and fact-finding and express their opinions directly.

Those with “I” as their primary style tend to be the most open of all the four styles. They are generally willing to tell you whatever you want to know about them. They will, of course, put their own “spin” on the information to help ensure that you will like them and accept them. They also tend to be fairly accepting of others since they want everyone to accept them. These traits help them to build trust with others. On the other hand, primary “I” tends to be the least reliable of the four styles. Their strong focus on people and personal interactions often causes them to lose track of time and forget about their appointments or other commitments. They also tend to have a problem with congruence, since they want everyone to like them. Therefore, they tiptoe around the issues and avoid saying anything which might be considered unpleasant or which might make the other person uncomfortable. Thus, they often leave people with an incorrect impression.
A primary “I” manager may call in a problem employee for a conference. After a lengthy conversation, the employee may leave thinking he is the greatest employee the company has ever had. He will remember a few words being mentioned about a problem, however he will assume it couldn’t have been very important since the manager spent most of the time telling him how great he was.

These two tendencies often combine to increase the primary “I” characterization as being unreliable. They have a hard time saying “no” to anyone, hence they take on more commitment then they can possibly handle. As a result, they find themselves over-worked, often putting in very long hours, and still disappointing a number of people to whom they have made commitments. They often cause themselves considerable stress.

Primary “I” tends to respond to stress with a classical flight pattern. If possible, they physically avoid or leave the stressful environment. If they know they failed to complete a task or did a poor job, they will find an excuse to not be present when the problem is discovered. They may seek to avoid contact with people who were affected.

If it is not possible to physically flee from a stressful situation, they will attempt to flee emotionally by changing the subject, using humor, telling stories, etc. in order to turn the attention of the group away from the source of stress. If all this fails, they tend to become undisciplined, manipulative, impulsive, and unrealistic. Eventually their natural affection may suddenly change to anger and even hatred and they may lash out verbally, or even physically, at those they perceive to be responsible for their discomfort.
The most effective way for a primary “I” to recover from stress is to attend a party or similar social event at which there are some old friends and some interesting new people for him to meet. If nothing else is available, they may go to a shopping mall where there are always a lot of people. The primary “I” will manage to talk to some of them, whether or not the other people respond. Even this will help their recovery.

Primary “I” wants to help others, although they are often unrealistic in the way they go about doing so. They love everybody and they want everybody to love them. They will lend people money and materials. They will readily give their time to others. They will overlook the mistakes of others and they are likely to forgive those who hurt them.

In their zeal to help others, they will overlook the mistakes of others and they are likely to forgive those who hurt them. They also often overlook their own needs. They need to acquire the skills to meet their own needs in ways consistent with their own values. One way is to set relational boundaries and to do this may be to say, “I have a challenge and I need your help. I have some previous commitments I need to keep.”

This implies, of course, that the primary “I” needs to know what his values are. In their effort to be liked by everybody, they may easily find themselves identifying with the values of others to some extent. They need to clarify what is really important to them and then strengthen their personal commitments to those values. Commitments are something that the primary “I” needs to work on more generally. They tend to be fast-paced, with limited patience. They are easily distracted from one focus to another. It sometimes takes considerable effort for them to remain committed to one project or one objective until it is completed.
STEADINESS

People with “S” or Steadiness as their primary style tend to focus on systems, how to process procedures and cooperation with others, all within a stable, unchanging environment. They support the objectives of others, expecting that others will support them in return, although this expectation is seldom expressed.

Marston, in his classic work, *The Emotions of Normal People*, referred to the “S” style as “Submission.” This did not imply that a primary “S” indiscriminately submits to the wishes of everybody around them. The primary “S” carefully identifies one or more persons who are established in a particular environment who can act as a mentor, champion, protector, and promoter for the “S”. He then offers his support to that person in exchange for his taking the “S” under his wing. This often results in very effective partnerships for the “S,” especially if he is candid about his expectations.

Primary “S” is often the unsung hero and behind the scenes worker who does the major share of the work, helping the “D” and “I” and sometimes even the “C” to look good, while the “S” receives little recognition. They are usually the ones who follow through, promote, plan, set up, take tickets, usher, paint the set, support the cast, stand behind the curtain, while the Primary “I” jumps on stage having arrived at the last minute and says “Ta Dah!”

The primary “S” usually doesn’t mind not getting the public recognition if they receive an adequate supply of sincere appreciation from those whom they support. They expect this appreciation to include adequate compensation and occasional perks or special favors as tokens of appreciation. Primary “S”
is not adverse to public recognition, however they generally feel that they are simply doing their job and they become suspicious and uncomfortable if the recognition does not acknowledge their specific contributions.

I personally think of the primary “S” as the designer of the magic sock and underwear drawer. When I was growing up, I could always go to my drawer and find plenty of socks and underwear in it. I would use them for a while and the supply would diminish. I would open the drawer one day and it would be full again.

Until I was about sixteen or seventeen year of age, I never realized that somebody had been doing my laundry for me all those years. The primary steadiness person loves to do things behind the scenes for those who are important to him.

People with “S” as their primary style tend to be well suited to tasks that require repetition and consistency. They like to develop specialized skills and then to apply them steadily on a project or task. They can function effectively while remaining in one place for extended periods of time. They are generally quite patient, willing to stick with a task until it is completed. They often need a push to do the very last step. They seem to resist finally letting go of a project they have been nurturing.

Primary “S” tends not to get too excited about things and, as a result, they are quite good at calming others. They are helped in this regard by their tendency to be good listeners. Their patience permits them to listen to everything the other person has to say. They tend to be more reserved, and relatively slow paced. They are quite friendly, however they are less likely to initiate a conversation with someone they do not know. They are generally quite willing to express their opinions, yet they tend to wait until they are asked. Often they find
it somewhat hard to believe that anyone really cares what they think.

Primary “S” tends to make thoughtful, systematic decisions. They gather and study as much data as possible. Often, however, they get overwhelmed with the data and have difficulty distinguishing between the significant and the insignificant. Although they are open-minded, they may tend to resist decisions that will result in significant change. This internal conflict can result in procrastination, putting off a decision that they know is correct, yet makes them uncomfortable.

Those with Steadiness as their primary style tend to be the most accepting of others, their actions, and their ideas. People tend to feel safe around them. Often they can ask very direct and challenging questions without arousing the defenses of the other person.

Despite their acceptance, however, they may strongly oppose anyone or any idea that triggers their fear of change and instability. They also tend to be fairly reliable doing whatever it takes to fulfill whatever commitments they have made. They tend to be quite selective, however, about making commitments in the first place. Others need to be aware of the fact that while a primary “S” appears to be going along with an idea or a request it does not mean he is making a commitment. If you want a firm commitment, you need to ask for it.

Primary “S” tends to be the least congruent of the four styles. Their natural acceptance of others and their ideas, their tendency to support the objectives of others, and their desire to be liked by others all combine to make it difficult for the primary “S” to openly criticize or disagree with someone. They would much prefer to simply avoid the issue. If pressed for a comment, they may attempt to fudge their reply, permitting
more than one interpretation. In general, primary “S” tends to be fairly open with people, although they are unlikely to volunteer information without being asked.

Those with “S” as their primary style tend to be the most effective in a stable environment, in which any changes that do occur are well-planned and implemented gradually so as to cause very little disruption in the established routine. Although they can generally appreciate the need for change and often will welcome the benefits of new technology and new procedures, they still have a strong fear of change in their routine and instability in their environment. They need to be carefully prepared for change.

Primary “S” favors an environment that maintains traditional practices and provides strong identification with a group. Their resistance to change causes them to appear loyal to a group or organization. They look for sincere appreciation and recognition for their efforts. They prefer this recognition in the form of additional compensation, as well as the sincere personal appreciation of those who benefited most directly from their efforts.

Primary “S” needs people around them who can react quickly to changing circumstances. They can also benefit from those who can help them to stretch their own capabilities and promote their accomplishments. They enjoy working with other people who are willing and able to do their fair share of work. They need people who will validate their sense of self worth by affirming the positive contribution they are making to the organization. This will help them to build their self-confidence and help them to take on new responsibilities.

Primary “S” also needs to develop some flexibility. They need to recognize that established procedures are tools to help
accomplish a task and reach an objective. They are not ends in themselves.

Actually, the Primary “S” tends to be quite good at organizing a task and establishing workable procedures. They need to beware of becoming too rigid in their practices. Often a Primary “S” can be much more effective if given some guidelines for accomplishing a task, with particular emphasis on what is important and what is not.

Those with Primary “S” tend to respond to stress with a display of tolerance. This is actually a modified form of the “flight” response. They typically detach their emotions from the situation, although they remain present mentally and physically. This can result in a kind of robot-like performance. They may become indecisive, dependent, submissive, and overly responsible. Ultimately their emotions may suddenly re-appear in the form of intense jealousy, directed irrationally toward any available target and often including a laundry list of all the offenses, real or perceived, which the targeted person may have committed over the years.

Primary “S” has several methods of recovery from stress. The simplest is sleep. The troubled “S” may simply tune out the world and go to sleep. A visit with a good friend, in person or by phone, can also help an “S” to recover. Watching a movie or television program that requires little concentration can have the same effect. In fact, you can often find a stressed-out “S” in front of the television set with a close friend or loved-one nearby. The stressed-out “S” may also resort to junk food as a way of reducing his stress levels; however, it tends not to be very effective. It is simply a delaying tactic.
CONSCIENTIOUSNESS

People with “C” or conscientiousness as their primary style tend to focus on quality and standards, seeking to control their environment by maintaining high standards and expecting others to do the same. Marston originally referred to this style as “Compliance.” Once again, this does not mean that the Primary “C” complies with the wishes of everybody around him. It actually means two things:

The primary “C” complies with high standards, which may be quite personal and unique, as well as with the standards of the group or organization, provided that he has accepted those standards. He may accept some standards with which he does not fully agree if he is convinced it is in the best interests of the group or organization to do so and they do not violate his basic values.

The primary “C” complies with a stronger force. They recognize intuitively that it does not pay to resist something more powerful than you, or at least it does not pay to do so directly. The “C” often appears to comply or go along with a person or policy when, in fact, he is really doing his homework and gathering his supporters to resist more effectively at a later time.

Marston uses the example of a boxer. He observes that if you place your fist up against an opponent and then push it forward, your “blow” will have limited effect. If, however, you first step back and pull your arm back (apparent compliance), and then swing your arm forward at just the right time, your blow will be much more effective.

People who are primary “C” are very concerned about accuracy and quality in everything they do. They naturally strive for excellence. They would like to do a perfect job every time. They
feel that any errors or defects that occur in their work reflect upon their value as people, so they may go to great lengths to keep these to an absolute minimum. They pay close attention to key directives and standards and they concentrate on the key details. Unlike primary “S” they tend to prioritize things, deciding which directives, which standards, and which details are worthy of their attention and concern. They reply heavily on operating manuals and written procedures, in fact, they are generally the ones who write them in the first place. Nevertheless, they may not always follow them. They are constantly analyzing the situation and prioritizing the results. They will readily use what appears to be a shortcut if they believe it will not reduce the quality or accuracy of the operation. They are quite reluctant, however, to permit others to use such shortcuts, insisting that they follow the established procedures until they are persuaded to change them.

Primary “C” tends to be analytical, critical thinkers. They generally have a clear personal vision of the way things need to be. They also tend to be quite diplomatic, however, and may withhold their comments or criticism unless asked. Of course, their formal diplomacy does not prevent them from grumbling to him or herself or to a trusted friend about how terribly things are going.

Primary “C” tends to be highly intuitive; however, they may not trust their intuition. They will generally come to a preliminary decision on the basis of their intuition, and then gather information to support and justify that decision on the basis of hard evidence and linear logic. Unlike the primary “I,” if they cannot justify a decision, they will probably discard it, often to discover later that it would have been the ideal solution. They are reluctant to risk the possibility of reduced quality, personal embarrassment, and possible humiliation.
People with “C” as their primary style are most effective in an environment that emphasizes quality and maintains standard operating procedures. They like to be sheltered from regular interferences from management or outside forces. They want to be assured that no changes will be implemented until their efforts on quality have been fully explored. They want to be recognized as an important part of an organization or work group, yet they prefer to work in a somewhat isolated environment. They want their efforts to be recognized by something that is based on inadequate evidence or which violates their personal standards, they may refuse to do so, regardless of their prior commitment. They probably feel that they were misled into making the commitment and they will tend to procrastinate, hoping to avoid the issue altogether.

Primary “C” also tends to be fairly congruent, especially in task-related situations. However, their penchant for tact and diplomacy may sometimes disguise the congruent message so completely that the recipient misses it. They are not likely to initiate a discussion about a problem or concern unless they feel it is really necessary. This often causes the primary “C” to appear to be fairly accepting of others and their ideas and actions. Although this may be the case, often they are simply withholding their negative reactions.

In fact, primary “C” is the least open of all styles. They tend to be very private people, tending to share very little of their thinking, less of their personal affairs, and practically none of their feelings. They probably have a few special people with whom they share such matters; however, most people, including friends and loved ones, are kept at a safe distance at all times. They are, of course, quite willing to share their thinking on professional and task-related matters. Yet, even in this setting, they would prefer to do so by means of a written presentation. This gives them the opportunity to carefully prepare
every word to assure accuracy and to ensure that they have communicated the exact message they intend to share.

Persons with “C” as their primary style tend to respond to stress by avoiding or ignoring the source of the stress or by appearing to acquiesce to the demands of the situation. Actually, however, this is a covert “fight” response. They may be conceding the immediate battle, while they are regrouping their forces to attack the situation in another way at another time.

Being pragmatic, they will decide that some issues are not worth the effort, and they will simply let go of them. Other issues, however, may remain in their conscious or subconscious mind for extended periods of time. At any time, an emotional reaction may trigger another attempt at self-vindication. As stress builds, they tend to worry more and more, becoming more nitpicking in their approach to tasks. Ultimately, they may develop a sense of terror and seek to isolate themselves from others.

Primary “C” generally needs time alone to recover from stress. They may meditate, walk, or read. The beauty and majesty of nature is often the most effective source of relief and relaxation; a mountain or a lake may work wonders.

Primary “C” can increase effectiveness considerably if they can develop more tolerance for human error, both their own and those of others. They have a tendency to be quite a perfectionist, being even more critical of themselves than they are of others. They also need to develop trust, both in the competence and reliability of others and in their own insights and intuition. They need people around them who can help them make quicker decisions when responding to changing circumstances, as well as people who can help them to make the necessary trade-offs between quality and production and to work out some mutual concessions with the opposition leading to win-win, synergistic solutions.
Most of all, primary “C” needs to lighten up a bit, risk making an occasional mistake, and give themselves permission to experience some joy in their lives. Some experts have confirmed that “C” has standards so high that human beings can't even reach them. They are the only dimension capable of ruining their own day. Thank you very much. They need no help from you. They can do that all by themselves.

**I KNOW SOMETHING GOOD ABOUT YOU**

Wouldn’t this old world be better
If the folks we meet would say-
"I know something good about you!"
And treat us just that way?

Wouldn’t it be fine and dandy
If each handclasp, fond and true,
Carried with it this assurance-
"I know something good about you!"

Wouldn’t life be lots more happy
If the good that’s in us all
Were the only thing about us
That folks bothered to recall?

Wouldn’t life be lots more happy
If we praised the good we see?
For there’s such a lot of goodness
In the worst of you and me!

Wouldn’t it be nice to practice
That fine way of thinking, too?
You know something good about me;
I know something good about you.

Author Unknown
CHAPTER 5

DOING AWAY WITH CONFLICT FOREVER

THE CONFLICT MODEL

One of the places that conflict comes from when we are interacting with other people is in the difference in pacing and focus. I’m most fascinated in studying and understanding human behavior. In the last twenty-five years I’ve done a lot of research on understanding how to read people quickly, how to increase my ability to discern the style of another person, and how to adjust and adapt so that I can be more effective in communicating with them.

The four styles we’ve talked about are “D” for dominance, “I” for influencing of others, “S” for steadiness, and “C” for conscientious. In regards to the four-quadrant model, if you were to draw a windowpane, in the top left window you would have dominance and in the right pane you would have influencing; these top two would be fast paced.
The steadiness and conscientious, the bottom two panes, would be slower paced. That would make the D and the C, the two panes on the left side, task-focused. The two panes on the right side, the I and the S, would be relationship focused, relating to other people.


So many times the conflict comes from pacing fast and slow and focusing either on task or relationship.

Doing Away With Conflict With “Dominance” People

If you’re dealing with a dominance person, task-focused, fast-paced, their attitude is, “Cut to the chase would you? Get
to the point. How long is this going to take? Come on. Let’s go, let’s go.” A lot of people don’t operate at that pace and they’re not that focused on the task. But it’s important to the dominant person to get the results quickly because they measure and even evaluate, their self-respect or whether they accept themselves or not, based on how much of their agenda they get done. Once they get their initial agenda done, then they want to get to their second agenda. The second agenda is for the purpose of getting to the third agenda. They’ve got a lot to do. If you and I get in the way, bog things down and gum up the works, then we are the enemy.

So many times when we are dialoguing with discernment we need to realize that the person who is most goal and task focused is the dominant person. We need to make sure we don’t get in their way, that we stay focused on the facts, and that we help them get the task accomplished. Because if we keep them from accomplishing the task, we become the enemy and it creates a conflict.

**Doing Away With Conflict With**

**“Influencing” People**

As we move to the right in the top half of the windowpane, we move into influencing of others. The influencing person is going to be more motivational, enthusiastic, and fun loving. They are as I have stated before, people oriented. They are fast-paced and relationship focused. So they want to get to know everybody in the room as quickly as possible. Whether they get anything done or not is not the high priority. It is how does everybody feel and how do they feel about the situation. Does everybody like them? Are they having fun?
“DOMINANCE” AND “INFLUENCING” WORKING TOGETHER

So what if you were to get a dominance person and an influencing person to work together? One of the potentials for conflict would be in the focus; the “D” is focusing on the task and the “I” is focusing on the relationship. For example, the “D” might say, “Come on. Quit wasting so much time. Let’s go, let’s get this done”

The “I” might say, “You know what? I hate working with you. You’re no fun at all. This could be fun. We could get to know each other and everything. How come you just can’t loosen up? You’re always pushing, pushing, driving, driving.”

The “D” might say, “You know what, this is not my idea of a good time. Let’s get this over with and I’ll show you some real fun. We’ll go hang-gliding, or bungee jumping, or do a little skydiving or something. One slip and it’s all over. That will get your heart pumping. What you need is a good challenge.”

The influencing person might say, “You know what, I don’t want to feel like I have to take my life into my own hands to be your friend. I just wanted to visit for a little while. It wasn’t that big a deal. Just forget it.”

The “D” might say, “Come on then, let’s get busy. Let’s get this over with and quit wasting so much time. Get back to work.”

So the difference is, both are fast-paced but they quickly move in opposite directions. The “D” wants to move toward getting the task accomplished. The “I” wants to move toward relationship building. There’s a conflict. They are both fast-paced which simply means they are very quickly not getting along.
If we are going to learn to communicate with mastery then we need to understand when there is a difference in the focus in the communication. We need to understand that our focus may not be the same focus of the person we are with. The question is, if we have a difference in focus, would we first want to hoist or push our focus on someone else? Or would we first want to identify what their focus is and what they would feel most comfortable focusing on? Then as we have an opportunity, shift them to our focus too.

It would work a lot easier and a lot better if we could focus on what is important to the other person first and then introduce what is important to us as we have a chance to build trust and rapport.

Can you imagine if there was a third behavior type, a third dimension of behavior? The “S” stood for steadiness. The steadiness person was “don’t rock the boat.” They want to keep the peace. They want to work through situations with no
raised voices. They are steady, loyal, dependable, and security-minded. They are the kind of people that make up those lists and they actually do their lists. They don’t lose their list like the influencing people do. That would be kind of funny except the “I’s” don’t have lists. They just stay up all hours of the day and night and memorize their agendas. That’s because they can’t take a chance of writing it down because they may never find that paper plate again or that envelop again or whatever it was they wrote that on.

**Doing Away With Conflict With “Steadiness” People**

The steadiness people are planners. They are consistent. Their consistency comes from prior planning and preparation. So, if you’re going to work with a steadiness person, don’t spring things on them. Don’t pull them into a project kicking and screaming or delegate something to them with no notice. It’s frustrating for them because they have no chance to plan.

**“Influencing” and “Steadiness” Working Together**

Can you imagine an influencing person wanting to work with a steadiness person? They’re both on the relationship side, but it is possible that there could be some pacing issues. If the influencing and the steadiness persons are married to each other, the “I” might come home and say, “Hey, I’ve got an idea. What if we went on vacation this weekend? I’m thinking Florida. Let’s just hop in the car and go. Let’s don’t even take a map this time. Let’s just figure it out along the way. We’ll just go when we feel like going and stop when we feel like stop-
ping! You know, we never did get to see that reptile museum last time and I want to go to Disney World, Epcot, and Universal Studios. Maybe even swing by and see your parents and then stop off and see those friends from school. You know, I think we could be back by Sunday afternoon. We can do it. But we have to hop in the car and go.”

The steadiness person might say, “You don’t mean this weekend, do you? Because if I remember correctly (as they look at their calendars) I believe this is the weekend that I’ve set aside to put my summer clothes away and get my winter clothes out. If I don’t do that this weekend it’s going to ruin my whole fall.”

The “I” says, “I can’t believe it. You would give up a vacation and all of this fun to fiddle around with stuff up in the attic? I can’t believe you. Sometimes I just don’t understand you.”

The “S” says, “You know me well enough by now to know I need four, five, or six weeks lead time. If you’re going to do this, you need to do this properly. You put the dog in the kennel. You go to the cleaners and pick up the clothes. I was going to get my hair done. You can’t just spring things on me. I need lead-time. I need to plan. We’re not going. You can forget about this trip.” Plus, I wouldn’t go anywhere with you without a map.

Then the “I” will get depressed and sigh as they say, “You know, before I die, I’d like to know what it would feel like to just hop in the car and go. Just one time.” The “S” person is so kind they don’t have the heart to tell the “I” that chances are that will never happen. So the high “I” might come home and say, “Surprise, honey, we have the big company thing coming up. You know the company thing. You always love to go to
that big company thing and get dressed up and get those shoes.”

The “S” might say, “You know what, I’m not going. I hate those things.”

“No, you love those. You always love to go.”

The “S” might reply, “No, you always love to go. It’s the most humiliating thing of the year. As soon as we get there you drop me off at a table and go visit with your friends. You don’t even come back and check on me. You don’t eat dinner with me. You don’t dance with me. You just visit with your friends. You think you’re having a great time. You know what, I don’t even need to be there.”

“You have to go. I can’t be the only one that doesn’t have a wife there with me,” the “I” says. You have to go. Listen, honey, this year it will be different. I’ll eat with you, dance with you, and everything. You’ll see.”

The “S” says, “You could have thought about that last year. I’m not going. It’s no fun for me.”

Have you ever had a relationship where you and your significant other had a different level of need for social interaction? The fact of the matter is that most of us do have a different need for social interaction. We can’t assume and push our assumption on somebody else that they will have the same need that we do.

High “I’s” love to interact with people. The “S’s” do not have the same need for that. They can spend their time planning and getting organized. They can spend time with people too, but you know what, they don’t need to get to know everybody in the room. They would rather focus on friends
and family, a few key people in their world and stay focused on them and go deep with their support. So the issue is not a focus issue. They’re both focused on relationships. The issue is a pacing issue. The “I” has a high need for social interaction. The “S” has much less need for social interaction. They can get by with much less.

Then you have a conscientious person. This is the bottom left corner of the windowpane. Conscientious people are detailed oriented, perfectionists, critical, and analytical. They want to do things just as perfectly as they can, following policies, procedures, and guidelines so that they can be the best they can possibly be. They’re quality control people. They’re not willing to settle for less than the best. Some experts have said that conscientious people have standards so high that human beings can’t even reach them. I believe that is an understatement.

Can you imagine and picture and “S” and a “C” trying to work together? The “C” might say, “It says right here in the
manual that this is the way we are suppose to handle this situ-
ation. This is what we’re suppose to do next.”

The “S” might jump in and say, “You know, I remember last
time we tried this sequence in the manual and it didn’t work.
Remember? We had three people quit and it took six months to
get the group back to normal. What if we get everybody
together and just talk about it? What if we just come to a group
decision so that everybody can participate and nobody will
have any hurt feelings and we can keep harmony in the work-
place?”

The “C” might say, “You know what, it doesn’t say any-
thing about that in the manual. Somebody took the time to put
this manual together. I think we need to go by the rules.”
You’re always on safe ground when you go by the manual.

So the conflict would be that “S” wants to keep harmony in
relationships. The “C” wants to slow down and do the task in
such a way that they can do it perfectly or as close to perfect as
they can get. So the conflict is in the focus area. The “S” is focusing on relating, and the “C” focusing on the task and doing the task with the highest quality and in the most perfect way possible.

“Conscientious” and “Dominance” Working Together

Then just think about this. Think about a “C” doing their best to communicate without conflict with a dominance person. Imagine what that might be like. The dominance person might come to the conscientious person and say, “Here, handle this.”

Well, my question is do you believe that is enough information for the conscientious person? Is it possible that he might have a question? “When you say handle it, what you do you mean by that? Do you mean the old way that we use to do it, or the new way that we’ve been talking about? When you say handle it, what do you mean by handle it? I need more information.”

So the “D” true to form might say, “If I had time to tell you all of that, I could have done it myself. Just handle it. What does it take to get somebody to do something around here? I need some help.”

So the “C” might say, “You know, you don’t have to talk to me in that tone of voice. I just asked you a simple question. I was trying to help you. Help me, help you.”

The “D” might say, “I’ll tell you how you can help me. Just handle it. Handle it means handle it. What is it about handle it
that you don’t understand? That’s how you can help me. I need some help.”

So the “C” might go off, but without the information that they need. They could be swimming in a sea of unlimited alternatives. They don’t even know which way to begin. So maybe they don’t begin. Maybe they just stay where they are. If they do begin, they have no confidence that what they’re doing is going to create the outcome that is expected of them. They might think, “This is a nightmare.” So they could do the best they could and come back to the dominance person and say, “Here. Here is what you asked for.” The dominance person might look at what they did and say, “That’s not what I asked for. Go and do what I asked you to do.”

At this point the conscientious person might say, “You would never tell me. I need more information. What did you want me to do? I need more specific information.”

Then the “D” might get more frustrated because they have so much they want to accomplish and they might say, “You know what, you’ve got a brain. Figure it out for yourself. I can’t do all of the thinking around here. I can’t do all of the work around here. I need some help.”

It is at that stage of the game that the conscientious person makes a decision; they’re going to document everything. They say this is the last time this is ever going to happen to me. They begin to keep records.

Personally, I believe this is how documentation began because of the “D” and “C” conflict a long, long time ago. But the fact of the matter is, when “C” comes back and says here is what you asked for, “D” will not relent. They’re still going to say this is not what they asked for. But because “C” docu-
ments, he is now able to say, “Oh Yeah? Would you like to hear your own voice on tape? This is your handwriting on this memo, isn’t it? You’re not going to do this to me again.”

In a battle between “D” and “C”, guess who would eventually win? It would be the “C” because “C’s” never forget plus they’ve got records. They’ll come back and say, “Eleven and a half years ago, you told me I’d never do this and I just did it and you were wrong.” “D” never remembers and so they’re going to say, “I don’t ever remember saying anything about that. You’re getting me mixed up with somebody else.”

But “C” will remember all of the details and say, “No. I remember when you said that. We were sitting in that seafood restaurant. You were having the stuffed flounder and I was having the snapper. You were wearing that plaid shirt you always wear. You picked up your fork and scraped the cherries off your cheesecake and then you pointed your fork at me. You looked at me and that is when you told me. You know what, that hurt me (crying).”

“D” says, “You know what, I don’t think I ever said that. You’re getting me mixed up with somebody else.” “D” has the capacity to just blow up and then five minutes later they are fine but that doesn’t mean that “C” is fine. “C” might still remember that old wound. So “D” might come back and say, “Come here, honey. Give me a little hug.” And “C” might stiffen up and say, “Don’t you touch me!”

“D” will say, “What’s wrong, honey? You’re stiff as a board. What do you mean? What are you talking about?”

DOING AWAY WITH CONFLICT FOREVER
“C” might say, “I can’t believe you’d say something like that to me. Not me. Not after all that we’ve been through. I can’t believe you’d treat me that way.”

“D” would say, “What? I don’t even remember what I said. What did I say?” This is where the "C" gets even when she says, "If you don’t know I’m sure not going to tell you!

It’s easy to see the potential, as we endeavor to dialogue and coach with discernment, for these four different types of people to have conflict with one another especially, if we don’t know who we are and they don’t know who we are either. They probably don’t know who they are either. There is great potential for conflict if we communicate with everybody using our own favorite way, so the idea is that we are going to learn to adapt.
So, how would you want to adapt to create a safe and comfortable environment for the person that you’re with? How could you identify on the front end whether they are a “D” for dominance, “I” for influencing, “S” for steadiness, or “C” for conscientious as a primary behavioral preference?

Realize that there are four areas, based on their style, to which you would want to adjust. The first area is the focus; are they more goal and task focused—dominance or conscientious or are they more relationship focused— influencing and steadiness.

Second, what are their information needs? If they’re an “I” or a “D”, they’re going to have general information needs. If they are an “S” or a “C”, they’re going to have more specific information needs. The “C” would need the most specific information.
Third are their social interaction levels. If they’re more outgoing, they’re either an “I” or a “D”. The most outgoing are the “I’s”; if they’re more reserved, they’re either an “S” or “C”.

Fourth is pacing. The most fast-paced would be dominance followed by influencing of others. The slow paced would be the conscientious first and followed by the slowest paced steadiness.

So the four areas are focus, information needs, social interaction, and pacing. Given the person’s DISC behavioral style, what are some things I might want to make sure to do more and what are some things I may choose to do less?

A BRIDGE INSTEAD OF A WALL

They say a wife and husband, bit by bit,
Can rear between their lives a mighty wall,
So thick they can not talk with ease through it,
Nor can they see across, it stands so tall!
Its nearness frightens them but each alone
Is powerless to tear its bulk away,
And each, dejected, wishes he had known
For such a wall, some magic thing to say.

So let us build with master art, my dear,
A bridge of faith between your life and mine,
A bridge of tenderness and very near
A bridge of understanding, strong and fine-
Till we have formed so many lovely ties
There never will be room for walls to rise!

Author Unknown
CHAPTER 6

THE BUSINESS FOCUS SURVEY

The Business Focus Survey is designed to identify the natural focus of your energy and attention when operating a business. Your natural focus is based upon your natural behavior style. A behavioral style consists of a cluster of behaviors that you tend to use without conscious thought. Research has identified four distinct clusters of behavior.

Everyone is capable of using all the behaviors in all four clusters or styles. Early in life, however, you discovered that one of these clusters or behaviors was most helpful in coping with your environment and meeting your needs. Therefore, you continued to use that cluster of behaviors consistently until they became habitual. You probably use them even when they are inappropriate and bring about outcomes that are undesirable.

These natural behaviors determine how you focus your energy and attention in any given situation; hence, they determine your natural focus when operating a business.
THE BUSINESS FOCUS SURVEY

Instructions: Look at the following 15 horizontal rows of words. Looking at each horizontal row, select the one word that is most like you, or best describes your normal behavior in a business situation. Write the number 4 on the line before the word that best describes you. Then select the word in that row that is least like you, and write the number 1 before that word. For the remaining two words in the horizontal row, select the word that is most like you and write the number 3 before that word. Write the number 2 before the only remaining word in that row. Continue the process for each of the 15 rows, processing one row at a time.
### THE BUSINESS FOCUS SURVEY

<table>
<thead>
<tr>
<th>__Enthusiastic</th>
<th>__Friendly</th>
<th>__Conscientious</th>
<th>__Bold</th>
</tr>
</thead>
<tbody>
<tr>
<td>__Expressive</td>
<td>__Considerate</td>
<td>__Diplomatic</td>
<td>__Restless</td>
</tr>
<tr>
<td>__Attractive</td>
<td>__Good Natured</td>
<td>__Logical</td>
<td>__Outspoken</td>
</tr>
<tr>
<td>__High-Spirited</td>
<td>__Amiable</td>
<td>__Accurate</td>
<td>__Vigorous</td>
</tr>
<tr>
<td>__Outgoing</td>
<td>__Agreeable</td>
<td>__Careful</td>
<td>__Daring</td>
</tr>
<tr>
<td>__Appealing</td>
<td>__Kind</td>
<td>__Reserved</td>
<td>__Direct</td>
</tr>
<tr>
<td>__Charming</td>
<td>__Sympathetic</td>
<td>__Tactful</td>
<td>__Strong-Willed</td>
</tr>
<tr>
<td>__Sociable</td>
<td>__Easy-Going</td>
<td>__Controlled</td>
<td>__Dominant</td>
</tr>
<tr>
<td>__Talkative</td>
<td>__Gentle</td>
<td>__Well Disciplined</td>
<td>__Pioneering</td>
</tr>
<tr>
<td>__Good Mixer</td>
<td>__Even-tempered</td>
<td>__Thorough</td>
<td>__Competitive</td>
</tr>
<tr>
<td>__Optimistic</td>
<td>__Steady Worker</td>
<td>__Intuitive</td>
<td>__Initiates Change</td>
</tr>
<tr>
<td>__Disorganized</td>
<td>__Possessive</td>
<td>__Sensitive</td>
<td>__Decisive</td>
</tr>
<tr>
<td>__Emotional</td>
<td>__Resists Change</td>
<td>__Perfectionist</td>
<td>__Takes Charge</td>
</tr>
<tr>
<td>__Entertaining</td>
<td>__Dependable</td>
<td>__Analytical</td>
<td>__Impatient</td>
</tr>
<tr>
<td>__Ignores Detail</td>
<td>__Detail Oriented</td>
<td>__High Standards</td>
<td>__Determined</td>
</tr>
</tbody>
</table>

| _____Total I | _____Total II | _____Total III | _____Total IV |
Next Step: Total the numbers you have written before each of the four columns of words, adding numbers in each vertical column. Then transfer the totals for each column separately to the spaces below. The total with the highest number probably represents your most natural business focus, which you tend to use most of the time. The total with the lowest number is probably your least natural style, which you seldom use. You can probably increase your effectiveness by learning to use this style when appropriate.

| Total I | FOCUS ON COMMUNICATION |
| Total II | FOCUS ON SYSTEMS |
| Total III | FOCUS ON QUALITY |
| Total IV | FOCUS ON RESULTS |

**Awareness and Potential**

Although you developed a natural style early in your life, you have the potential to develop the behaviors in the other three styles as well. In fact, you probably have developed the behaviors in at least one other style to a considerable extent and use that cluster as a backup or supportive style.

The Business Focus Survey can help you become more aware of the behaviors you tend to use and the outcomes they
produce in various situations. It can also call your attention to the other clusters of behaviors that you may not be using, even though they might be most helpful to you in certain situations. The first step, then, to developing your full potential is to become aware of your current behaviors and business focus and the benefits you might gain by modifying your behavior and redirecting your attention when appropriate.

**FLEXIBILITY AND VERSATILITY**

In order to fully develop your potential, you need to become more flexible. Flexibility is an attitude. It is your willingness to change your habitual patterns and behaviors. If you want to get different outcomes, you will need to do some things differently. Making the choice to be open, to be willing to explore new ways of behaving, and choose new areas on which to focus your attention is the essence of flexibility. Any such changes, of course, need to be consistent with your personal values and direction.

Once you have developed a flexible attitude, you will need to work on the actual skills. Versatility is the ability to use different skills and behaviors as needed. The various skills required to interact effectively with others in various situations and to effectively operate a business need to be practiced and developed.

The first time you got on a bicycle or a pair of skates, you were probably not very successful. You knew and were capable of performing all the individual behaviors necessary to cycle or skate, yet putting them all together effectively took some practice. The same is true with all complex skills.
Developing your full potential will require some effort to practice and develop new skills and behaviors.

The objective is not to change your natural style or focus. It is to develop the ability to call upon any behavior when appropriate and to focus on each area of operating your business as needed. Your natural style and focus are an important part of the set of characteristics that make you a unique human being. You will want to preserve and honor them while, at the same time, developing other areas of your behavior to enhance your effectiveness. There are three general strategies you might use.

**Refining and Capitalizing**

One way to enhance your effectiveness is to refine the skills and behaviors you already use and take full advantage of those developed abilities. You probably tend to misuse your natural behaviors and any backup behaviors that you have developed by overusing them, using them in an inappropriate manner, or using them in inappropriate situations.

Each cluster of behaviors includes some that are rarely, if ever, appropriate. They reflect our frustrations, aggressions, and negativity. They generally make matters worse. They tend to be our natural responses to pressure and stress. Yet we can learn to control them and to replace them with more effective and appropriate behaviors.

We can also learn to express our natural behaviors and concerns in ways that are more considerate of the needs and feelings of others. We can learn to identify those situations in which our natural behaviors are inappropriate and those in which we tend to overuse them.
## Focus on Results

<table>
<thead>
<tr>
<th><strong>Primary Drive:</strong></th>
<th>To obtain the bottom line results through others and to maintain control over the results.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Basic Fear:</strong></td>
<td>Losing control over the results and having others take advantage of them.</td>
</tr>
<tr>
<td><strong>Motivated By:</strong></td>
<td>Personal power (and things symbolizing that power)</td>
</tr>
<tr>
<td><strong>Common Traits:</strong></td>
<td>Decisive, direct, competitive, impatient, bold, daring, outspoken, restless, likes to initiate change, adapts well to changing environments, fast-paced, proactive, may be easily upset or angered, however after the anger or displeasure is expressed the underlying incident is forgotten.</td>
</tr>
<tr>
<td><strong>Need to Develop:</strong></td>
<td>Flexibility and patience</td>
</tr>
<tr>
<td><strong>Problem Solving Style:</strong></td>
<td>Tend to make quick decisions, often relying heavily on educated guesses and gut feelings. They may not wait for all the data to become available and they may not consider all the data that is available to them. They tend to strongly defend their decisions, although they constantly monitor the results and make frequent “in-course” corrections. They may bring preconceived ideas to the situation based upon their prior experience. They generally use a straightforward, linear-type of reasoning. However, there will be some non-linear jumps due to hunches and gut feelings.</td>
</tr>
</tbody>
</table>
Trust Factors:

Tend to build trust with their natural congruence (telling it like it is). They may, however, need to develop a kinder, gentler, more tactful way of expressing their less positive observations and opinions. You generally know where you stand with a person who is naturally focusing on results. Despite their natural congruence, however, they may deliberately mislead rivals for strategic purposes.

People focusing on results tend to be fairly open, however, they generally will not reveal any information that they believe may cost them their strategic advantage. They tend to be somewhat less reliable because keeping what they perceive to be an irrelevant commitment may interfere with obtaining their own short-term results. For the same reason, they may experience difficulty in keeping appointments or adhering to a schedule, although it is likely that they expect others to do so.

The greatest challenge to building trust for those who focus on results is their lack of acceptance of other people, their actions, and ideas. “My way or the highway” is often their operating principle, whether stated or implied. They may show little tolerance for people with different ideas, conflicting opinions or alternative ways of doing things.

With their natural congruence, they may readily express their displeasure and scorn, thus driving people away rather than developing lasting relationships. These individuals may increase their ability to accept others by focusing on the inherent value of every human being, looking for the truth and validity on differing opinions and procedures and recognizing that they need others to accomplish their objectives and obtain the outcomes they desire.
Stress Response:
Tend to have a classic “fight” response to stress, instinctively resisting the source of the stress. They may become domineering, critical, blunt, intrusive, irritable, aggressive, and increasingly restless. Under severe stress, their natural anger may turn to rage. Prolonged stress may lead to emotional dysfunction, with all emotions being repressed and not expressed. They may begin to function like robots.

Recovery Strategy:
Physical activity or competitive events. Participation in some type of competitive athletic activity is the most effective way for these people to recover from stress. Exercise or a task requiring physical effort and relatively little thought can also be effective. Simply watching a competitive event can be effective if they are emotionally involved in the competition.

Enhancing Self-Respect
People who focus on results, generally have high ego-strength that may be perceived by others as sound self-respect. They tend to believe in themselves and their ability to produce results, exuding confidence in most every situation. They have generally demonstrated their abilities and documented their contributions to society, resulting in a sound sense of self-worth. Their natural tendency to be competitive, however, may lead these people into the trap of comparison, constantly comparing themselves to others in the attempt to reinforce their self-images as winners, powerful people who always succeed. They need to realize their value as human beings does not depend on their win/lose ratios or their records of success. Their self-respect, as well as the respect they receive from others, will ultimately be based primarily on the way they treat others and the way they lead their lives. Their compulsion to win and obtain their desired results may cause them to discard
their values and ride roughshod over others, using people for their own purposes. Often they become so involved in the activity of getting things done that they do not even realize what they are doing. Nevertheless, the damage is done to the people around them and to their own self-respect.

Results-focused individuals need empathy from those around them. They often feel misunderstood or unappreciated. Often this is true due to their tendency not to communicate very effectively. Their associates need to listen actively to what they say and to ask appropriate questions to verify what was really intended and to draw out additional information. Those who focus on results also need to develop empathy and understanding for others. They often appear to be cold and uncaring. They get so involved in pushing for results that they become unaware of human needs – their own as well as others.

**Contributions to Business:**

People who focus on results generally know precisely what they want and they are usually willing to do whatever it takes to get it. They bring to a business a clear sense of purpose, at least for the short term. They generally have clear and detailed short-term objectives and a plan to achieve them complete with “to-do” lists for themselves and their key associates.

Many times, however, these are not written down. They are constantly monitoring the results and the overall environment in which the business is operating, modifying their objectives, procedures, and activities as needed to respond quickly to changing circumstances. They tend to be natural leaders with a “take-charge” attitude, regardless of their formal position in the business. They exude a natural confidence that can quickly spread to others in the organization, giving all the assurance that they can deal with any situation that may arise. They are
constantly seeking to motivate their team to produce results; however, they need to be careful to ensure that they are encouraging and supportive and not demanding and critical.

**Business Deficits:**

By focusing most of their attention and energy on the bottom-line results of their business, they may put too much emphasis on results while ignoring the other key aspects of their business. They may fall into the trap of seeking to develop their personal power and enhancing their ego and image in ways that are actually not in the best interests of the business.

Since they are generally not inclined to explain the decisions they make, it is difficult for others to recognize an undesirable decision. Their intense focus on results often causes them to feel that communicating with others is a waste of precious time. Therefore, they tend to make their communications terse and direct. They tend not to prepare the listener in any way for the message and they may deliver it in as few words as possible, expecting others to fill in the missing details. This often results in misunderstandings, frustration, and hurt feelings. This tendency may limit their sales effectiveness, although they will naturally spend somewhat more time with prospects and customers since they instinctually sense the direct connection between sales and bottom-line results. Their associates and employees feel the more serious impact of their less developed style of communication. Their clear vision for the business may not be communicated effectively. Expectations and responsibilities may not be set forth clearly. The feelings of those around them may be frequently hurt. Developing more effective communication skills is a critical need for many results-focused people.
The strong focus on bottom-line results may also cause these individuals to overlook the key quality issues affecting their business. They generally appreciate the value of quality in products and services and, in fact, they usually expect it from others. In the race to accomplish their bottom-line results and meet or exceed their objectives, they are often willing to compromise quality to get more sales, often not pausing to consider the long-term implications of this strategy. Their pragmatic approach to striking an acceptable and realistic balance between quality and the level of production can be an asset to the business, provided this is done in the planning process with due consideration of all factors involved. Research indicates that those who tend not to focus much attention or energy on quality issues also tend not to develop long-range plans for their businesses. Results-focused persons need to take the time to develop a long-term business plan even though they know that it will need to be changed frequently. The process will cause them to think about the long-term effects of their daily decisions.

Finally, individuals focusing on results may not devote sufficient attention and energy to the systems intended to obtain or produce their products, deliver their products and services, and manage the administrative aspects of the business. They recognize the need for effective systems and expect them to be in place, however in their drive to obtain results they may not take the time to ensure that they have been developed and implemented. They tend to rely on others to take care of the details. They are certainly willing to do the work if no one else is available, however they tend to do it as quickly as possible, without adequate attention to details and follow-up on a timely basis.
Things like a late delivery of an order, errors in computing invoices or commissions, shipping a damaged product, etc. may seem like minor things to the results-focused individual, however over a period of time they can have serious consequences for the success of the business.

**Increasing Effectiveness:**

The most essential step for most people who naturally focus on results is to realize that other people are essential for their success and that they need to treat the people around them with respect and consideration, recognizing the needs and feelings of others as they pursue their own personal agenda. They also need to develop the patience and self-discipline to pay adequate attentions to details, service, and quality issues and the flexibility to be willing to change their own behaviors when indicated in order to enhance the business. They tend to be quite versatile, easily developing any specific skills they may require once they have recognized the need to do so.

**Tips for Interacting with Them:**

When interacting with individuals who focus on results, remember that they generally consider small talk a waste of time in a business setting, although they usually are quite willing to talk at length about their own accomplishments or special interests and will appreciate your interest. Make your communications brief and to the point. Ask frequent questions to make sure the individual has really heard what you have said and understood it. Make sure that any commitments are clearly defined, in writing whenever possible.

If you are in a position in which you will be sharing power or influencing with a results-focused individual, make certain that your respective turfs are clearly defined in order to elimi-
nate frequent conflicts. It is essential that the results-focused individual have control over the results in some aspects of the business. Remember that they really need and want your support even though they may not always know how to ask for it or accept it.

**FOCUS ON COMMUNICATION**

<table>
<thead>
<tr>
<th>Primary Drive:</th>
<th>To interact with others, obtaining results through persuasion.</th>
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<tbody>
<tr>
<td>Basic Fear:</td>
<td>Being rejected socially by others (and personal criticism which they believe could lead to rejection).</td>
</tr>
<tr>
<td>Motivated By:</td>
<td>Social power (and making contacts with significant persons symbolizing that power).</td>
</tr>
<tr>
<td>Common Traits:</td>
<td>Enthusiastic, openly emotional, charming, optimistic, talkative, high-spirited, natural communicators, enjoy meeting new people, may be somewhat disorganized.</td>
</tr>
<tr>
<td>Needs to Develop:</td>
<td>Patience and commitment.</td>
</tr>
<tr>
<td>Problem-Solving Style:</td>
<td>Tends to make quick decisions. Feelings, relationships, and intuitive insights are likely to influence their decisions. They tend to approach a new situation with an open mind, bringing few preconceived ideas from past experiences, although they may quickly fall back on these if no new ideas are generated. Their reasoning tends to be non-linear, strongly</td>
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influenced by feelings, intuitions, and factors others may consider not relevant to the issue under consideration.

**Trust Factors:**

Tend to build trust with their natural openness. They appear to be willing to reveal everything about themselves and their business. They may need to be a bit more prudent as they may tell you far more about them than you ever wanted to know. They also may find it difficult to keep anything in confidence or avoid repeating all of the local gossip if they have not developed the necessary self-discipline. Despite their apparent openness, they generally avoid revealing anything that might subject them to personal criticism or rejection, or they may embellish the facts somewhat to enhance their image.

They tend to be fairly accepting of their people and their ideas since they want to be accepted by others. They may follow the lead of someone, they are really seeking to impress. They may have more of a problem with congruence since they do not want to say anything that may cause someone to reject or criticize them. Consequently they may avoid saying anything negative.

The greatest challenge to building trust for those who focus on communications is their low rating on reliability. They find it very difficult to focus on a task since they feel that maintaining relationships is so much more important. As a result, they often miss deadlines. They also tend to miss appointments or routinely be late. When they are relating to one person (or group), they lose track of time and forget about other appointments they may have. They may greatly increase their reliability by recognizing the stress and inconvenience they are causing.
others and developing systems (appointment books, timers, etc.) to help keep them on schedule.

**Stress Response:**
Tend to have a classic “flight” response to stress. If they cannot flee physically, they will attempt to flee emotionally by changing the subject, telling a joke or a story, or simply pretending the source of the controversy does not exist. When all this fails, they tend to become undisciplined, manipulative, impulsive, unrealistic, superficial, wasteful of time, and overly eager. Under severe stress, their natural affection can turn to hate, causing them to strike out verbally (or even physically) at the person or persons they perceive to be responsible for their discomfort. Prolonged stress may lead to emotional dysfunction with their emotions becoming unstable, alternating unpredictably between love and hate, enthusiasm and anger.

**Recovery Strategy:**
Party or other social activity. Attending a party that will include a number of old friends, as well as some new, interesting people for them to meet, is the most effective way for these people to recover from the effects of stress. If this were not possible, dinner or some other activity with a few friends would be desirable. As a last resort, they can go to a shopping mall or some other place where there are a lot of people. They will manage to talk with some of them, even if they cannot really develop a relationship. Even this will help their recovery from stress.

**Enhancing Self-Respect:**
People who focus on communication tend to have relatively high ego-strength, exhibiting strong self-confidence in social situations. Their natural emphasis on building relationships, however, may cause them to feel less confident in task-
oriented environments. In some cases, they may have a low sense of self-worth due to a lack of task-related success experiences. Since a healthy sense of self-worth is a prerequisite for intact self-respect, it is important to help such people experience some success in task accomplishment.

As indicated, persons focusing on communication tend to put most of their energy into building relationships. Many times they will seek to “collect” relationships as a sign of their success. This may lead them into the trap of comparison, comparing themselves with others to see who has the greater number of relationships, especially “prestigious” relationships with “important” people. They develop these relationships both out of a genuine sense of adventure and excitement about meeting new people and true feelings of love and concern for others. However, they can get so involved in the activity of relating to others that they fail to realize when they begin to see a new relationship as “scoring” another notch on their belt.

Once they fall into this trap of comparison and competition regarding relationships, their self-respect becomes damaged. Many times they will tend to compensate for this loss of intact self-respect by becoming manipulative and demanding toward those with whom they have developed close relationships. They need to realize that their value as human beings does not depend on the number of relationships they can build or the “status” of the people in their circle of friends. It depends upon the way they treat all the people with whom they come into contact and the genuine, non-manipulative, love they show to others.

Communication-focused individuals need support from the people around them; both emotional support assuring them that they are valued as associates, friends or loved-ones,
and task-oriented support to help them deal with the many details that they find so challenging. They need to develop structure in their lives and those around them can help them with this process. These people need to focus on listening attentively to others and to ask appropriate questions to ensure understanding, as well as to obtain more information. Often in their desire to “relate,” they will be thinking primarily about what they will say in response, rather than listening to the person speaking to them. Others can affirm them by listening actively and attentively to them.

Many Communications-focused persons tend to talk a lot, even if no one is listening. As a result, people around them may tend to “tune them out” in order to concentrate on their own activities. They need to develop a way to signal those around them when they really want to be heard. People around them can also affirm them by asking appropriate questions. Communications-focused people may tend to talk on and on, with considerable detail, never quite getting to the point. A well-phrased, direct question offered in a respectful manner can help them to focus their comments more effectively.

**Contributions to Business:**

People who focus on communication generally are quite articulate. They are comfortable talking with people whether one-on-one, in small groups, or in a large audience. They can be very effective in communicating their vision for the business to associates, clients, and prospects. They tend to be natural motivators, offering encouragement and support to others. Their natural ability to communicate gives them the potential to be very effective in sales. They naturally create a warm and supportive business atmosphere. Being optimistic by nature, they tend to be highly optimistic about the success of their
business, and their optimism is often contagious. They are generally willing to delegate responsibility, especially non-communication related tasks, to their coworkers. They are willing to take risks in order to accomplish their objectives.

**Business Deficits:**

All of the potential contributions mentioned above carry with them the potential for danger as well. Although they are naturally good communicators, their tendency not to prepare for their presentations may result in considerable rambling and unrelated conversations that may bore or confuse the listener and waste the limited time that may be available. They may get carried away in the enthusiasm of the moment when seeking to motivate someone or make a sale and make promises which they are then unable or unwilling to keep.

Although naturally adept at sales, they may fail to obtain adequate product knowledge and may talk too much, talking themselves out of the sale and not giving the prospective buyer a chance to be heard! Their natural optimism may cause them to have lofty goals for the business; however, some of their projections may prove unrealistic based on their lack of task focus in important areas. They may feel that they can use their charm to smooth over any problems that may develop. This may work once or twice, however few customers are going to put up with errors, oversights, and shabby service on a regular basis, no matter how much they may enjoy the personal relationship. Established systems and procedures provide the structure that they require and, to a very considerable extent, ensure the success of the business.

Persons focusing on communications may fail to devote sufficient energy and attention to issues of quality. They generally talk a good game, emphasizing the importance of high-quality
products and services. In practice, however, they may become so involved in relationships that quality issues are effectively ignored. Here again, image may become more important than substance. Of course, image is simply a façade, easily ripped apart by the reality of daily business activities.

Probably the most effective antidote to all the potential business deficits for persons who focus on communications is planning, both short-term and long-term. The plans need to be realistic, supported by adequate factual information and, especially for the short-term plans, they need to be quite specific. Responsibilities need to be clearly defined and deadlines and target dates need to be clearly identified. Budgets need to be developed on a monthly, quarterly, and annual basis. Financial results need to be monitored closely and compared to the budgeted amounts. Corrections need to be made promptly whenever necessary.

For many communication-focused individuals, this will require considerable self-discipline, however the outcomes they obtain as a result of these disciplined efforts will generally be quite rewarding.

**Increasing Effectiveness:**

The most essential step for most people who naturally focus on communications is to realize that they do not need to be liked by everyone and they do not need to impress anyone. They also need to develop the patience and discipline to deal adequately with the details of the business. Ultimately in any business it is the little things that make the difference and these are precisely the things that communication-focused people tend to ignore or overlook. Some also need to learn how to support and encourage others without seeking to manipulate them or using others to meet their own needs.
Tips for Interacting with Them:

When interacting with people who focus on communications, remember that they are primarily interested in building warm relationships. Approach them in a warm and friendly manner, allowing ample time for idle conversation before getting down to the business at hand. Show a personal interest in them, their families, and their activities. Of course, this interest needs to be genuine. Always take time to verify that you have correctly understood what they are saying and that they correctly understood you. Pay special attention to any deadlines, responsibilities, and commitments. Whenever appropriate, get these in writing, it avoids later misunderstandings.

FOCUS ON SYSTEMS

Primary Drive: To work toward objectives of others (in anticipation of reciprocity) while maintaining a stable environment.

Basic Fear: Being in an unstable environment and being confronted with unplanned change.

Motivated By: Affiliation (with one or more groups and/or individuals)

Common Traits: Deliberate, predictable, organized, friendly, good-natured, sympathetic, easy-going, gentle, considerate, steady worker, group and family oriented, resists change and adopts to changing circumstances slowly, may tend to be possessive of things.
Need to Develop: Flexibility and confidence

Problems Solving Style:
  Tend to make thoughtful, systematic decisions. They tend to gather and study as much data as possible; however, they may become overwhelmed and lost in an overabundance of data. They generally approach a decision with an open mind, bringing few preconceived ideas to the table. They may, however, tend to resist decisions that will result in significant change, even though they may agree with them on a logical basis. This internal conflict can result in procrastination, putting off a decision that they know is correct, yet makes them uncomfortable. They generally use a linear, straightforward type of reasoning, unless their fear of change gets in the way.

Trust Factors:
  Tend to build trust with their natural acceptance of other people and new ideas. People tend to feel safe and comfortable in their presence. Often they can ask direct, challenging questions without arousing the defenses of the other person. Despite their natural acceptance, however, they may still strongly oppose anyone or any idea that triggers their fear of change and instability.

  People focusing on systems tend to be fairly reliable. They will generally do whatever it takes to fulfill any commitments they may make, although they can be quite selective about making commitments in the first place. They tend to be fairly punctual for appointments, although they may not be too concerned about a few minutes. They can be quite forgiving when others keep them waiting, although they might utter a complaint just to let the other person know they were waiting. These individuals tend to be fairly open with others on a passive basis. They tend not to volunteer much personal informa-
tion, primarily because they don’t think anyone really wants to hear it. In general, however, they will answer any direct questions openly (unless they also have a strong secondary focus on quality).

The greatest challenge to building trust for those who focus on systems is their lack of congruence. They do not want to offend or hurt anyone and they want to support the basic objectives and outcomes set by others. As a result, they will often bend the truth to make it more palatable for the other person. They can be experts at “pussyfooting” and “beating around the bush.” Of course, the unedited truth generally comes out, resulting in a loss of trust for the systems-focused individual. Although these people tend to support the agenda of others, they do it for their own reasons. They expect that those people whom they support will reciprocate and offer their help and support in return.

The problem is that the systems-focused individuals tend not to make their wishes and expectations known to others. This results in a lot of frustration, misunderstandings, and hurt feelings, and may also damage the level of trust in any relationship.

**Stress Response:**

Tend to respond to stress with tolerance, which is a modified form of “flight” response. They tend to flee the situation emotionally, although their body and mind remain present. This can result in a kind of robot-like performance. They may become quite indecisive, submissive, dependent, overwhelmed, non-assertive, uncomplaining, and overly responsible. Under severe stress, their emotions may suddenly reappear in the form of jealousy, which may be directed quite irrationally toward any available target. Prolonged stress can
lead to emotional dysfunction in which they become extremely self-protective, avoiding danger at all costs.

**Recovery Strategy:**
Sleep, a visit with a good friend (in person or by phone), or watching a movie or television program that requires little concentration. In fact, they often will find themselves falling asleep in front of the television set with a good friend or loved one nearby. Sometimes they may require a push from those around them to get them out of their recovery activities.

**Enhancing Self-Respect:**
Persons who focus on systems tend to have relatively low ego-strength since they tend to focus on the agendas of others and often may define their own identities in terms of others. Since they tend to feel less powerful in the environment than those with the other styles, they may feel dependent upon others to meet their needs. They often have a weakened sense of self-worth. They know that they can, in fact, perform many useful tasks and will often express confidence in their abilities. Nevertheless, they often feel that they are really not making a valuable contribution to various groups with which they are affiliated. They need to receive affirmation from others to help identify and verify their success experiences and reinforce their sense of self-worth.

Systems-focused individuals tend to be self-effacing and often appear to undervalue their contributions and their importance. They have a natural sense of modesty or humility that can be quite charming. To some extent, however, this is a general façade. At a deep and often subconscious level, they may feel that by acting like they are less important and less competent, they will win the support (and the pity) of those
around them who are stronger and able to help meet their needs.

Those with a focus on systems need empathy and understanding from those around them. The empathy required is essentially recognition of their fears. These fears can be quite strong and are usually recognized by others. However, without empathy and understanding, the response of others generally tends to ridicule or downplay the fears and instruct them to take certain actions in spite of the fears. The result is that the systems-focused individual does not feel understood and may come to resent the well-intentioned efforts from others. All of this can further escalate their fears that they don’t quite measure up to the expectations of others.

Since they tend to feel less powerful, they need to be affirmed by affirmatively granting them power. They are unlikely to assume authority unless it is specifically conferred on them. Of course it is necessary to give them specific responsibilities as well. With empathy and understanding from those around them, together with opportunities to exercise power or authority to meet certain responsibilities, the self-respect of systems-focused individuals will become strong and intact.

**Contributions to Business:**

People who focus on systems are the backbone of most businesses and organizations. They are generally the ones who will actually get the work done while the others are busy planning, managing, relating, and inspecting. Their greatest contribution to any business lies in their natural desire to serve the agendas of others. They can make excellent contributions in the area of customer service, provided they have been given (or have assumed, if they own the business) the specific authority to take whatever actions may be required to properly
service the customers and to respond to any complaints or emergencies which may arise. They like to have fixed procedures in place. It is important for a business owner or manager who is naturally focused on systems to take the time to develop a full set of procedures for his or her own use. They can be modified when needed; yet they will eliminate a lot of frustration and delay in the daily operation of the business.

These individuals can be highly organized and can readily develop short-term plans and detailed procedures. They are unlikely to do this on their own, however, unless they happen to be in charge. They need to be asked to develop the systems and procedures and they need the authority of a higher official behind them in order to implement them.

They pay attention to details and follow instructions or procedures quite well. They tend to be hard, dedicated workers, however they expect others to carry their fair share of the workload. Their drive for the business is often balanced by an equally strong drive for their families or leisure activities. Although they will pay attention to the details, unless they have a strong secondary focus on quality, they will not necessarily be accurate. On important matters, it is wise to check their work.

A business owner or manager with a focus on systems is likely to have a complete set of books and records. Others need to secure the assistance of a systems-focused person to help develop such a system. Within a group environment, persons focusing on systems tend to show the strongest support for the group and its mission. Others may be more vocal or demonstrative, but the systems-focused people will be there in a pinch.
Business Deficits: As is generally the case, it is the same characteristics that make the systems-focused individuals so valuable to a business that also can create the greatest challenges. They can get bogged down in details to the point where the details become overwhelming and they are unable to cope with them, totally losing sight of whatever outcomes or objectives they were seeking to obtain. They may totally shut down until someone comes along to shed some light on the situation and get them focused once again.

They are great at developing and following systems and procedures. Once they are in place, however, they tend to see them as sacred, not to be violated under any circumstances. While circumstances and conditions of the business change, the systems-focused people will fight to keep doing things the same old way, ineffective as it may have become. Change triggers their deep internal fears. They need to be conditioned to change over a period of time. It is important for a systems-focused business owner or manager to develop relationships with others who will help prepare them for changes that will inevitably occur.

Persons focused on systems may also have difficulty prioritizing their efforts. Every task may appear equally important to them. As a result, they may spend considerable periods of time on tasks that provide little benefit to the business while ignoring other tasks of crucial importance. This strong focus on systems and task accomplishment often causes these individuals to lose sight of the outcomes and objectives and fail to monitor, or even identify, the bottom-line results. Busyness can become equated with productivity or profitability.

The focus on systems and task accomplishment can also interfere with the necessary communication within the busi-
ness and between the business and its clients, customers, and prospects. Those focusing on systems are less likely to promote themselves or their businesses. They may wish to rely exclusively on passive forms of promotion such as advertising and mailings, avoiding sales calls and personal contacts, although they generally have warm personalities that can be quite effective. They enjoy talking to people, however they often tend to feel that they are intruding. They strive to avoid conflict whenever possible, with the result that many issues may be tolerated or ignored until serious damage has been done to the business. As indicated above, the focus on getting the job done may also result in inaccuracy and loss of quality unless the individual has a secondary focus on quality.

**Increasing Effectiveness:**

The most essential step for most people who focus on systems is to recognize that change is an inevitable part of life and that, despite the claims to the contrary by Chicken Little, their world will not collapse around them. They need to learn to respond to change early and proactively. It will help change be much less painful. This also allows them to respond in small steps over a period of time. They need to develop flexibility in applying procedures, recognizing that the systems and procedures are designed to support the successful operations of the business, the business is not intended to support the systems. By taking small steps, the systems-focused persons can develop their self-confidence, enabling them to respond effectively to changing environments.

**Tips for Interacting with Them:**

When interacting with individuals who focus on systems, remember that they are primarily concerned with maintaining consistency in their business and personal lives. Be warm and friendly, showing interest in them as individuals. In most
instances, they will appreciate some discussion of their families. Make your presentation clear and to the point; however avoid using any language or tactics that appear to be applying pressure to them. As warm and supportive as they may generally be, they can react quite stubbornly if they feel pressured to do something. Be prepared to explain the details if they ask.

Give them plenty of opportunities to react and ask questions. Take the time to prepare them for any proposed changes. Sudden change will trigger a negative response. Stress the many things that will remain unchanged, positioning the proposed change as only a minor part of the total picture.

**FOCUS ON QUALITY**

**Primary Drive:**
To direct their lives through compliance with their own standards, generally maintaining high standards of performance.

**Basic Fear:**
Failing to live up to their own high standards or being criticized for their work efforts or mistakes they may have made.

**Motivated By:**
Achievement (from their own perspective)

**Common Traits:**
Analytical, accurate, sensitive. Intuitive (though they may not trust their intuition), tactful, diplomatic, disciplined, thorough, strongly defined selves in terms of their work and actions; constantly scan the environment around them, sometimes at a subconscious level, cautious, conscientious.
Need to Develop:
Tolerance (for imperfection) and trust (of others and of their own intuition and abilities).

Problem Solving Style:
Tend to make thoughtful, systematic decisions. They gather and study as much data as possible before making a decision, always fearful that they are missing some crucial bit of data that will make a major difference. This fear may cause them to procrastinate on important decisions, always waiting on more evidence. On the other hand, they are generally quite adept at organizing and prioritizing data, not likely to be hung up on an irrelevant piece of information. They tend to bring many preconceived ideas to the table, based upon prior experience and their internal standards for how things “ought” to be; yet they can be persuaded to change their views on the basis of solid evidence and reasoning. They tend to use a powerful mix of linear and non-linear reasoning. They can be readily persuaded by linear logic and they strive to present their arguments in a logical manner. Nonetheless, they make many intuitive leaps in reasoning and then work to support their position with a logical argument and appropriate evidence. Their “intuition” is actually a combination of true intuition, which is a direct perception of reality, and the sub-conscious evaluation of the steady stream of data that they receive from their environment; data that is often missed by others and even by their own conscious mind.

Trust Factors:
Tend to build trust through their natural reliability. You can generally count on them to do whatever they say they will do, and they will do it well. In the few instances they slip up, they will be very upset about it and, in general, they will do everything they possibly can to make up for their lapse. Of course,
they expect the same from others and generally fail to receive it (at least not up to their standards), which causes them to not trust others.

They tend to be very precise about information and stress punctuality, which for them generally means being early. Nevertheless, if they feel they are being pressured to do something which violates their standards or which is based on inadequate evidence, they will procrastinate and evade, even if it means not keeping a commitment they have made.

People focusing on quality tend to be fairly congruent, especially in task-related situations. However, their penchant for tact and diplomacy may disguise the congruent message so completely that the recipient misses it. Furthermore, they probably will not initiate a discussion about a problem or concern unless they feel it is really necessary. In general you need to ask for their opinions. These individuals also tend to be somewhat accepting, or at least they appear to be so since they tend not to express their disagreement or dissatisfaction. Their body language may reveal their true feelings. They tend to be more accepting of ideas than of people. Their minds will naturally process any new or conflicting ideas, seeking to reduce the cognitive dissonance and integrate the new information into their thought structure if possible. They may have a much more difficult time accepting conflicting lifestyles and behaviors.

The greatest challenge to building trust for those who focus on quality is their lack of openness. They tend to be very private people, sharing little of their thinking, less of their personal affairs, and practically none of their feelings. They simply do not feel that these matters are anyone's business. They generally have a few special friends or family members with whom they share those private matters; however most
people, including friends, loved ones, and business associates, are kept at a safe distance at all times. They are willing to share their thinking related to their job or profession, but they want to do this, at least initially, by way of a formal paper, memo, or other written document or prepared speech. This allows them to carefully prepare and ensure that everything they say will be correct. Since these persons do not trust those around them enough to let them into their personal world in any way, others often find it difficult to trust them, often feeling that they don’t really know them at all.

Stress Response:
Tend to respond to stress by avoiding or ignoring the source of the stress or appearing to acquiesce to the situation. This is actually a covert “fight” response. They have conceded the immediate battle, however they are regrouping their forces to win the war. They are carefully gathering evidence, soliciting support, and preparing their arguments for their counter-attack. This may take minutes or it may take years. Being pragmatic, they may decide that some issues are not worth the effort and simply let them go. Others may remain active in their subconscious minds for long periods of time.

Since this choice is made on the basis of emotions and is often not fully conscious, one never knows when an emotional reaction will trigger a long-dormant issue, resulting in a renewed effort at self-vindication. Under severe stress, their natural fear and worry may develop to the level of terror, resulting in greater efforts to avoid criticism and increased privacy. Prolonged stress may lead to emotional dysfunction with the individuals totally isolating themselves from other people.

Recovery Strategy:
Quiet time alone, meditation, reflection or reading. For many, a walk in a beautiful natural setting is ideal. Others may
use a drive on secluded back roads. The beauty and majesty of nature often helps these individuals to put things back into perspective. Those adept at meditation will find this technique quite helpful.

For some a long visit with one very special friend, one with whom they are willing to share their thoughts and feelings, will serve the same purpose. They need the time alone to rehash in their minds all the events that have produced the stress. They seek, if possible, to reassure themselves that their roles in these events were correct and appropriate. If they were at fault in some way, they need to identify their error or deficiency, determine how it happened, and decide what they need to do to rectify the situation and put their actions in the most desirable perspective.

**Enhancing Self-Respect:**

People who focus on quality tend to have relatively high ego-strength in task-oriented situations. Unfortunately, they often feel quite incompetent and out of place in social situations. They will tend to isolate themselves in a corner of the room, waiting for someone to approach them. When someone finally does, however, they do not know how to respond. They don’t dare reveal much about themselves. They have been busy observing what has been going on around them and evaluating it against their internal picture of how it really “should” have been done and how others “should” have behaved. Now one of these persons has approached the quality-focused person and, most likely, he or she has not been behaving “appropriately.”

The quality-focused person is desperately seeking to find a tactful and diplomatic way of responding. All of this tends to prevent the quality-focused person from showing any interest in the other person and, as a result, the conversation will be very brief, though “correct.” Friends can help by introducing quality-focused individ-
uals to other people and spending time talking with them, keeping the conversation on a fairly superficial level until the quality-focused individual feels ready to risk some self-disclosure.

Individuals focusing on quality need support and structure from those around them. The structure needs to be in place to enable them to function effectively in a less than perfect environment. Their natural focus on quality can lead to a degree of perfectionism that is quite unrealistic. A predetermined structure, which they helped to develop, can set the limits for the necessary accommodation between quality and production. Support can reassure them that these accommodations to their high standards are prudent and generally acceptable to their work group. Furthermore, despite their tendency to be loners and very private persons, quality-focused people do want to be seen as valued and productive members of a work team. They appreciate and need personal support, although they want to experience it in small doses.

Those focusing on quality also need power and responsibility. They usually have many useful ideas that would benefit the business or organization; however they generally will not interject them into the routine unless invited to do so. They are unlikely to simply take power or assume authority, although they may well engage in some covert schemes to get things done their way or to be invited to take charge of a situation. When given challenging responsibilities and the authority to fulfill them, they can become highly effective, often displaying behaviors that resemble those who focus on results.

**Contributions to Business:**

People who focus on quality are obviously the natural quality-control people in any business or organization. If they are invited and positioned to function effectively, they will do everything they can to maintain a high level of quality in all
aspects of the business falling within their domain. They tend
to be adept at developing procedures to ensure quality and
developing manuals to document these procedures. The pro-
cedures they design may include some steps intended to pre-
vent anyone from making the more common mistakes that
they anticipate. They may well skip some of these steps
themselves, being confident they never make such mis-
takes. (This is generally true, though not always).

A second major contribution to the business, which is
often overlooked, is their ability to negotiate. They are nat-
urally tactful and diplomatic, tending not to reveal their
own opinions or feelings. They can generally understand
the positions of all parties to a dispute or negotiation. They
probably have their own strong opinion on the matter, yet
these will probably not be revealed until the end of the
process. Unless they also have some strong secondary
focus, they probably need to be part of a negotiating team
rather than a sole negotiator or the process may drag on
forever. Often they will have an intuitive insight suggesting
a solution to the issues at hand.

Business Deficits:

As indicated above, persons focusing on quality can
become too much a perfectionist, making it difficult or impos-
sible for the business to compete in the real world. They may
need help in defining a realistic balance between quality and
production and sales. Their emphasis on quality may tend to
draw virtually all of their attention away from operations and
bottom-line results. They can readily understand the conse-
quences of this overemphasis, yet they may need an occasional
reminder.
Their strong focus on quality and their high expectations (or demands) of others leads to the tendency to work alone and avoid unnecessary communications. As a result, they may overlook the normal and necessary communication needs of a business. They may fail to keep associates informed. They may not communicate very well with clients or customers, although when a technical product or service is involved, they can often provide the necessary expertise to make the sale.

**Increasing Effectiveness:**

The most essential step for most people who focus on quality is to learn to accept a lack of perfection, both in themselves and in others. They need to loosen their standards a bit. Their high standards are desirable. They need to be kept intact, as the objective to which the business and its personnel will strive, yet there needs to be a bit more tolerance of human imperfection. Acceptable margins of error need to be determined, though it is probably wise to keep these a little tighter than the competition. Quality-focused people need to work on the communication skills and their ability and willingness to relate to others. They often have much to offer to a business or organization that remains untapped due to their inability to communicate effectively.

**Tips for Interacting with Them:**

When interacting with individuals who focus on quality, remember that they have high standards and they want to be assured that you or your business operates at a similar level of quality. They want to know the key details of your project, service, or proposal. They will expect solid evidence to support your claims. Remember that they are very private people. Avoid personal topics or issues unless you are a trusted friend. Although they welcome a few pleasantries, they basically want to stick to business. If you are making a presentation to a qual-
ity-focused person, be sure to prepare in advance. They expect an organized, logical presentation. If there are gaps or questions, acknowledge them. Avoid any unsupported claims.

Enhancing and Blending

Another way to increase your effectiveness is to enhance your current repertoire of skills and behavior by actively developing and practicing new ones and learning to blend them into your behaviors when appropriate. Read the descriptions for each of the four types of business focus to identify the behaviors that might be most helpful to you. You may wish to observe people who naturally use these behaviors to see how they integrate them effectively. You may also wish to interview them.

Augmenting

To increase your effectiveness is to augment your skills and abilities with those of others. Although you have the ability to use all of the various behaviors and skills associated with all of the styles, you may find some especially difficult to develop.

If these are skills or traits that are important for your success, you may wish to restructure your activities to make them less significant or to work together with someone who has the particular trait or skill you need. In most situations you are functioning as part of a team, so there are people available with similar or complimentary objectives with whom you can cooperate.

Initially you may actually rely upon the other person to act on your behalf. In time, however, as you work with this person and observe how the particular behavior or trait is exhibited, you will probably see how you can integrate that behavior or trait into your own activities as needed.
COMMUNICATING WITH MASTERY

THE MODEL

Proactive/Outgoing
Seeking to shape or modify the environment.
Perceives self as having significant power or influence in the environment.
Concerned with the process of organizing people to get results

Control
Desiring

Focus on
RESULTS

Focus on
COMMUNICATIONS

Accepting
Easy Going

Task
Oriented

People
Oriented

Perceives the environment as hostile or unfavorable

Responsive/Reserved
Concerned with the actual work of producing results.
Perceives self as having little power or influence in the environment.
Seeks to maintain or improve the environment (from within).
THE BLIND MEN AND THE ELEPHANT

It was six men of Indostan
To learning much inclined,
Who went to see the elephant
(Though all of them were blind),
That each by observation
Might satisfy his mind.

The First approached the elephant,
And, happening to fall
Against his broad and sturdy side,
At once began to bawl:
"God bless me! but the elephant
Is nothing but a wall!"

The Second, feeling of the tusk,
Cried: "Ho! what have we here
So very round and smooth and sharp?
To me 'tis mighty clear
This wonder of an elephant
Is very like a spear!"

The Third approached the animal,
And, happening to take
The squirming trunk within his hands,
Thus boldly up and spake:
"I see," quoth he, "The elephant
Is very like a snake!"

The Fourth reached out his eager hand,
And felt about the knee:
"What most this wondrous beast is like
Is mighty plain," quoth he;
"'Tis clear enough the elephant
  Is very like a tree."

The Fifth, who chanced to touch the ear,
  Said: "E'en the blindest man
Can tell what this resembles most;
  Deny the fact who can,
This marvel of an elephant
  Is very like a fan!"

The Sixth no sooner had begun
  About the beast to grope,
Than, seizing on the swinging tail
  That fell within his scope,
"I see," quoth he, "The elephant
  Is very like a rope!"

And so these men of Indostan
  Disputed loud and long,
Each in his own opinion
  Exceeding stiff and strong,
Though each was partly in the right,
  And all were in the wrong!

So, oft in theologic wars
  The disputants, I ween,
Rail on in utter ignorance
  Of what each other mean,
And prate about an elephant
  Not one of them has seen!

John Godfrey Saxe
CHAPTER 7

CUSTOMIZED RECRUITING INTERVIEWS

THE DOMINANCE INTERVIEW

Results oriented, quick decisions, control people, power and authority. These are going to be the characteristics that you probably observe that will help you see that you’re dealing with a dominance person as you do your interview. An interview with a “D” based on these characteristics need to be short. If you are an “S” or a “C” and you want to make sure you don’t leave anything out because that would be dishonest and you want to do a normal, thorough interview, your normal style would cause the high “D” to feel impatient or restless. High “D’s” value time and fear time loss so you want to make sure you are sensitive about the time spent in any interview.

When I started selling training, I would pull off my watch and set it on the front of the decision maker’s desk. I would say, “I need eight minutes of your time. When my time is up I promise you I’ll go.” When the eight minutes were up, whether I was finished or not, I would pick up my watch and tell the decision maker, “My time is up. I want to honor your
time frame. Thank you for the time you have given me. I regret we have unfinished business. When could I set up another time when we could finish our business?

Many times they would invite me to stay. But if I assumed I had the time, as soon as I went past my time limit, they would begin looking at their watches and I would lose integrity with them. It killed the energy level, and along with the energy, the atmosphere for a persuasive presentation would die also. I learned primarily from mistakes, to either honor the time-frames or get in trouble.

Sometimes you don’t realize until you are in the middle of it that there is a challenge, but once you notice, deal with it. Even if you have to break things off and come back, make sure you’re not violating those standards.

The next question you need to ask yourself when dealing with a high Dominance person is who needs to do the talking? They might want to do the talking and that would make sense. With a Dominance person, they love to feel in control.

The reason they feel this way is because they believe others will fail them. They remember a time they delegated work to be done and had someone help them who dropped the ball. The person they trusted let things slide. They didn’t follow through. The high “D” got burned. After they got burned a few times, they promised themselves, “Never again. It’s not going to happen any more. I want to make sure I’ve covered myself to still get the outcome, even if someone makes a mistake.” So they attempt to control uncontrollable factors because the pain of not getting the outcome they want is too great.

The motivation to increase their dominance is to insure they get the results they need because not getting results is so
painful. It is too serious; they must not allow a mistake to happen. This perspective causes “D” people to believe that if you want something done, you have to do it yourself.

Therefore the most effective communication style for high “D” personalities is short interview presentation, allowing them to do most of the talking. You’re going to have two different types of presentations. Imagine that you’ve got a French restaurant menu presentation, and a waffle house menu presentation.

For example, let’s look at the French restaurant menu presentation. Imagine, if you can, going to a nice, fancy restaurant. You go in and sit down then the waiter or waitress brings you a huge seventeen-page leather bound menu. You start flipping through this menu and when you’re on page six and the waiter or waitress comes and says, “I need to have your order.” You say, “I’m only on page six. I need more time.” So they leave and come back and you say, “I’m on page eleven. I need more time.” So they leave and come back and say, “The kitchen is closing in forty-five minutes. We need your order.”

You say, “Well, I’ve narrowed it down to chicken or fish, fish or chicken. I can’t make up my mind.” Then you ask those around your table, “What are you going to have? What looks good to you? What are you going to eat? What are you going to order?” (As if that is going to help you make up your mind.) Then we might start analyzing in our mind, “What did I eat on Wednesday? What did I eat on Thursday? I want to make sure I get just the right choice. I want to make this a dining experience.” People are waiting for you to make you mind up and decide. So you say, “Okay, I want the chicken; no, the fish. No, I want the chicken; no, the fish. Give me the chicken. That’s what I want. I want the chicken.”
So the waiter or waitress writes it down and runs from the table before you change your mind. You then turn to your spouse or date and say, “You know, that fish really did look good. I wonder if I ...” They look at you like, “If you change your mind, you may never get to eat out in public again, at least, not with me. I can’t believe what a ridiculous display of indecision. I can’t believe you.”

You say, “I’m sure the chicken will be just fine.”

The food comes back and you say, “Oh this looks great. I want to get this next time, yours looks delicious.” Then they set your food down and you look at it and say, “What is this? This isn’t what I ordered is it? This is in a casserole dish. You know I hate casseroles. Did it say in the menu that it was going to come like this? I can’t believe this happened? You’re not going to eat all of that, are you? Do you want some of mine? Go on, here have some. Take half.” It’s fun to watch, but it’s a little frustrating.

What causes people to have difficulty in making decisions? This is an important question because you will be dealing with similar decision-making issues in a recruiting situation. What causes problems—too many choices, not enough time, pressure, not enough information?

It is possible to share too much information and confuse the issue. It is also possible that you could do your initial interview and tell them everything you learned in initial training, the last class you went to, the last book you read, the last CD you listened to, everything you memorized out of career essentials, a little bit about your neighbor, and what you saw last night on T.V. Then you get to the end of the interview and you say, “Well, based on what we’ve talked about and what I’ve shared, what did you like the best?” They look back at you with this
glassy-eyed stare and say, “About what?” And then they have to dig down through all that information and dig out the bits and pieces that they are looking for and want to keep. Is that persuasion? No.

A better example would be like going into a Waffle House or some all night restaurant. You’re starving to death, it’s two o’clock in the morning, and you just want to eat for survival. You sit down and there is the menu, one side of the place mat. Before they even get the water on the table, you say, “Give me a bowl of soup. I just need to eat something and get going.”

How could you make a decision so quickly? What helped—needs, urgency, shorter menu, are things simpler, are there fewer choices? Did they make the menu simpler before or after you got in the restaurant? They made it simpler before you arrived. If you wait until after the interview, it’s too late to make the menu simpler, but if you make the menu simpler on the front end of your interview, if you narrow the choices before they ever have a chance to choose, and only share with them what they need to hear to make a wise choice, then it would be easier for them to make a decision. You would be able to zero in your communication with more strength and power, be more to the point, and make it easier for them to see the value of it.

The dominance people only want to hear the gold nuggets of information that they need in order to make a decision. They want to see information about making quick money, big money in Business Benefits. They want to make big money quick. They want information on national, top management positions. They don’t want people telling them what to do; they like being on their own. They love that independence.
So we’re talking about management opportunity, high income potential, and independence with the “D” because that is what they are seeking. If they don’t hear enough of that and they don’t think the business opportunity is big enough, then it’s not a big enough framework for them to feel comfortable and they won’t get excited. It doesn’t have the potential. The theme of the “D” interview is business. Do a big interview. We’re talking about the big summary sheets you might have lying around. Those are great sales aides. Show the bigness. Show the fun and the excitement; show the bigness and potential for earning a big income. The “D’s” need that as a challenge.

Then the greatest fear that a “D” would have is being taken advantage of. I gave you that reason a little bit earlier; they need to control their circumstances because sometimes they can’t afford to allow things not to work out. They have too much riding on it. Those of you that ride at lightning speed, the question for the dominance people would be, “What past management experience have you had?” Then if you were to interview them, after you’ve asked them this, most “D’s” could say yes. Then you might ask them, “Tell me a little bit about yourself?”

“Well, I’m working at a local company. I’m making about forty thousand dollars a year. I have a chance to move up.”

You say, “How much could you be making in the next five years?”

“I could be making as much as fifty or sixty thousand.”

“Are you aware that our company has some of the highest paid business women in America? There are more women earning over fifty thousand dollars a year than any other com-
pany. We are soon to have more women earning over one hundred thousand dollars a year than any other company.

Are you aware that there are national sales directors that are earning two-fifty to three hundred thousand a year, some of whom become nationals even in five years or less? Is there any reason you want to limit your income in the next five years to just forty thousand if you are actually as good as you appear to be, or as you say you are? Is there any reason you would want to limit your income?"

Now that is a challenging question to a high “D”. That would a tough question if you were an “S” or a “C”, but for a high “D”, it would make them sit up and take notice. You’re letting them know there are ceilings in the business world.

There are a lot of male-dominated professions and women get into the corporate world and find out there is only so far they can go. We have an unlimited opportunity for women. You want to make sure they understand there is not a ceiling on them and they go as far and as fast as they’d like to. But don’t mince words. You let them know that your business is a big business. So if they give you the impression it’s too small for them, you might ask them a question like this, “Maybe you’re unaware that we have thousands of the finest trained management staff in the world.” It’s growing quickly. You might explain, “Not everyone has what it takes to be in management with our opportunity. What qualifications do you have that even make you eligible for our management training program?” Does that appear to be too strong? Does that have a little bite to it?

What is the purpose of asking such powerful questions to a high “D” personality? First, it will catch their attention, and possibly save your self-respect at the end of the interview. It
insures that you leave them with the impression that your business is “big” enough for their “big” thoughts and talents and they need to investigate the opportunity further. Build the bigness and the “D’s” will be interested.

If you had to choose between selling a high “D” something they didn’t know whether or not they wanted to buy, or letting them buy, which would you get the most results from? It is difficult to sell a high “D” on something they don’t want.

Fred Herman tells a story about how he was invited to be a guest on the Merv Griffin. One of the producers interviewed him to see if he was worthy to be a guest and had a topic that they wanted to discuss. When he went into the producer’s office the producer challenged him, “You’re such a hot-shot salesman. Sell me something. Sell me that ashtray over there.”

Fred Herman said, “What would you want the ashtray for?”

He said, “I don’t need it for me, because I don’t smoke. But we have guest on the show that do, so we would have it for their cigarette butts. That is probably what we’d use it for.”

Fred Herman said, “What do you think you’d get for it.”

The producer suggested a price.

Fred Herman smiled and replied, “Okay, I think I’ll let you have it for that price.”

Did he sell him, or did he let him buy? He just let him buy. He invited him, learned why he needed it, and let him buy. That’s how it works for a high “D” person - just let them buy. Just let them buy their way in. If they convince you that they have the qualifications to be in management training, go
ahead. Let them sign the agreement. Throw your hands up and say, “Okay. You’ve convinced me.” Let them buy.

THE INFLUENCING INTERVIEW

Now consider influencing the influencers. These are people oriented people who love to talk. They are motivational, and enthusiastic.

So what is the best way to communicate with an influencer? This could be a pretty lengthy interview especially if you have two high “I” people doing an interview together. It’s been said that if two high “I’s” get together at about ten o’clock in the morning they’ll visit for a couple of hours and then start thinking about lunch. They’ll go to a nice restaurant with lots of plants, lots of glass, nice music, have a nice, long, leisurely lunch. Then they’ll go to their favorite mall all afternoon and later call their spouse or date, and go to a nice restaurant for dinner. Afterward they’ll go to a show and finally at eleven o’clock at night they go their cars and are best friends for the rest of their lives.

The consultant will lean over the hood of the car, before she gets in the car and say, “By the way, yoo-hoo, by the way. We need to get together next week. I need to tell you about The Company.” The high “I” didn’t want to leave her newfound friend with the wrong impression like she was trying to sell them something, because that wasn’t the purpose of their original appointment.

The purpose was to do an interview. They got together to talk about business. That is the way “I’s” operate; they are in the relationship building business. What we are talking about
here is a long interview or presentation; relationship building is the key so let them talk. Have a long interview, and build a relationship. That is what they love.

What do you think the “I” is looking for? What are the benefits they are looking for in the opportunity? I's are motivated by recognition. They are people oriented so they like the relationships, friendships, and closeness. They thrive on excitement, fun, and networking. What do you imagine they like to win? The prizes, of course. Seminars are the one big event that the high “I”s make their own. The benefits are recognition, impact on people, seminar, and prizes.

THE TRIP TO SEMINAR

Now if you are going to attend seminar, imagine a “D,” and “I,” an “S,” or a “C,” four consultants and Directors, riding in the same car, staying in the same room at seminar together? Use your imagination. Chances are the high “D” would be driving over the speed limit. You’d have a high “I” in the front seat riding shot gun with a map trying to figure it out. The “S” and the “C” would be in the back seat where it’s safe. Now, when the trip gets going the high “C” will lean up to the high “D” and say, “Excuse me, but do you have to go so fast? The posted speed limit here is 70 and you’re doing almost 85. I don’t know if you realize this or not but that’s against the law!”

Then the high “D” turns around and looks at the high “C” and says, “Yeah, right!” And speeds up. The high “C” will then lean over to the high “S” and say, “I hate it when she does that. She just did that to irritate me.” The high “D” will lean over to the high “I” and say, “I just love to get her going! You know she hates stuff like that (smiling).” The high “I” will look up and
will think to herself, “I think she likes me. She never really opened up to me like that before.” That doesn’t last long.

But about two minutes later the high “D” turns to the high “I” and says, “Where do we turn?” The high “I” says, “Hold on a second, you didn’t tell me you had a turn coming up. Where are we …what state are we in?”

Of course, guess who feels compassion for the high “I” from the back seat? The “S.” Yes, the “C” is still not talking; she got her feelings hurt. The high “S” person will lean up and say, “Here, it’s a little easier to read if you turn it around like this. You see up here you’ve got your North. That’s how you know you always have your South down here.” The high “I” can’t handle that, so she looks back and says, “I knew that. You didn’t have to tell me that.” So finally the car gets out of the driveway and they’re on their way.

Next the “I” will pull out one of their grocery sacks full of junk food. “I’s” will carry serious junk food. We’re talking Twinkies, cupcakes, peanut M&M’s, and chocolate covered things. Of course, the “S” and “C” have their own food too. They have apples and oranges, carrot sticks, and celery.

And sometimes the “S’s” and “C’s” will have real food, home-baked, wrapped up twice, with a little sticker on it that says... “sandwich.” The high “I” says, “What is that for? Can’t you tell?” “I” needs to realize that it has nothing to do with that. Before an “S” or “C” leaves home they put a week’s worth of meals up in plastic ware so her family won’t have to suffer. She puts little stacks of clothes in their children’s room and says, “Now honey you have a stack for each day so don’t wear two stacks in one day or you’ll run out!”
The high “I” has to ask the “D” to pull over at a pay phone so she can call her husband and tell him, “By the way honey…we left (silence). You remember seminar (pause) no it’s this week. I know we talked about that. We had to have talked about that because I remember thinking … (silent, realizing). Hey, there’s some money in the drawer. You’ll be ok. I would have called sooner but I left my charger at home and my cell phone is dead. Honey I’m sorry. Everyone is getting in the car, I’ve got to go.”

So after everybody has piled back into the car, the “I” starts the singing by turning around to the back seat. She’ll say, “Come on, you all know this one. Come on. Stand up.” So the “I” is standing up in the front seat and the car is going eighty-five miles an hour down the highway, and you have a high “I” singing.

The “S” and the “C,” they bow their head. They are saying things like, “She’s standing up, and that can’t be safe.” They’ll look at their seminar agenda because they want to make sure they picked the classes they want to go to and hear the directors they want to hear. They want to make sure they are going to get the information because they are coming to learn and get information so they are making sure everything is organized and they’re ready. They’re trying to get the “I” to sit down. They don’t want to encourage her, so they are looking at their seminar agenda.

Of course, chances are the “I” would do that too if she knew where her packet was. The rest don’t even know that this is an issue until they’re almost to the hotel and the “I” will get really quiet. She’ll have this far-away look on her face as she looks out the window. She’s probably thinking to herself, “Did
I leave that on the kitchen table, or what?” She’s thinking, “My director is going to kill me!

It’s a sad sight to see. I feel compassion even just describing it. So everybody gets to the hotel. The “D” walks in and sees a line about a mile long and says, “There’s got to be a better way to do this! I’m not standing in line. If I have to, I’ll pass out, get sick, bribe a bellman…but I’m not standing in that line. They knew we were coming; we’re here every year for heaven’s sake. They could’ve put on some extra help or something. They don’t even have an express lane. This is ridiculous.”

The “I” says, “Can I go with you?” The “S” and the “C” get right in line. They say, “In the packet it asked us not to do that. Don’t break in line; don’t save seats. They’ll be sorry.”

So if the “D” and the “I” don’t make it whenever they come back, the “S” and the “C” say, “See I told you. We did the right thing. They tried and now look at them. They’re half a mile back. We did the right thing. The company asked us not to do that. We’re supposed to go by the rules and not jump line and all of that.” So the “S” and the “C” stand in line and finally get up to the room. They get all their shoes lined up and then hang up their outfits in the order they are going to wear them. Then they walk into the room and there are the “D” and the “I” lying on the bed watching T.V. They’re having a great time, junk food all laid out, the party’s already started. There are two or three other people in the room and nobody knows who they are; the “I” invited them. The “C” says, “Who are they. I don’t see their names on my roster.” The “I” says, “You’ve got a roster? Was that in the packet?” The “C” says, “We spent two and a half weeks working this out to the penny and I don’t feel comfortable with these new arrangements at all.” The “I” says
they were out in the hall and I told them they could stay with us but I can fix it. No problem.”

The “I” will stay up until the wee hours of the morning, because they have this motto, “You can always sleep at home. This is seminar.” So they end up staying up all hours, day and night. The “S” and “C” get to bed at ten o’clock because they came to learn. They need to sleep because they are getting up early.

The “S” and the “C” get up about the same time the “I” goes to bed. The “S” and the “C” get up and get the first shower, the first bus, and they’re the first ones through the breakfast line. They are the first ones in General Assembly; they bring their brain books, their recorders, their palm pilots and laptops, and their videos. They’re going to capture the moment. They’re going to get their money’s worth.

As the “S” and the “C” are leaving the room they say to the “I”, “You better get up.” That’s about when the “I” has turned over the second time. She sleeps as long as she can then she gets up and thank goodness the buses run all day or she’d have to take a cab. She gets there and everything has started. She missed breakfast and has to sit in the back of the room, or stand up and lean on the wall because all the seats are taken. As she’s leaning on the wall she says, “This had better be good or I’m out of here. I’ve got to get some coffee or something.” She only had an hour and a half of sleep but she’ll never forget it. It was great she met everybody in one night.

She stays there as long as she can, and then when everybody laughs or coughs, she leaves, she checks out and she gets as many people to go with her as she can. She makes eye contact and says, “Come on. Get in trouble with me.” And they say, “Okay.” So all the “Ts” sneak out, they like to run in
groups or packs. You see them walking around in the hallway at seminar. The “S” and the “C” don’t even know this is going on; they are in classes. They think, ‘When the classes are going on, you’re in the class.” They take notes feverishly and say to themselves now this is great. You know meat and potatoes, nuts and bolts.”

The “I’s” are out there in the hall wandering around like nothing’s going on. What the “S” and “C” don’t know is that the high “I” learns better at lunch and recess; that is the way they have always been. So they’ll look for a personality, a celebrity. Maybe they’ll hunt for a celebrity national sales director.

Who might they see that they might want to meet? What if they look for Rena and they see Rena. They say, “There’s Rena. Let’s go.” So they all go and get down on one knee in front of Rena and say, “Rena, there is no way you could have known this but you’ve had a profound impact on my career. Were it not for you there is no way I could have been so successful. I can’t believe I’m meeting you in person. I want to be like you when I grow up. Could you please give me your autograph? Could you, please. You just inspired the whole country. Overcoming your personal challenges and dealing with things the way you do. I just can’t believe I have met you. Would you give me your autograph? Please?”

Then they’ll see another national out of the corner of their eye; Gloria…. So they say, “Listen, Rena, it’s been nice but I’ve got to go.” And they leave and go over and get in front of Gloria and they say, “Gloria, there is no way you could have known this, but you’ve had a profound impact on my career. See, Gloria, you’re so charismatic and exciting. Gloria, would
you give my your autograph? I can’t believe this. Gloria signed my book!”

So the “I” goes back upstairs, armed with autographs. The “S” and the “C” meet the “I” at the door. They say, “Where have you been? You weren’t in one class today. We are seriously disappointed in you.” Then they count out their notes. “Look what you missed First Day, 17 pages.” Then the “I” says, “Oh yeah. Look whose autographs I got.” The “I” flips out her book with the autographs and says, “Look at this. I got a “Rena” and “Gloria”…. These are going to be worth something one day. I’m on their radar screen now. We’re like two peas in a pod, you know close. You know it’s almost like we’re power partners or something?”

The “S” and the “C” say, “We’re not impressed. Look at this, the first day, seventeen pages. They count out their notes, of course, and the “S” and “C” say, “Tomorrow we are not letting you out of our sight. You’re going to learn something if it kills you.”

What they don’t realize is that if you teach a high “I” more, they may never forgive you; it just makes them feel worse because they aren’t doing what they know now so if you teach them more they just feel worse. What the “I’s” want to hear is that they are already great because they know a whole lot more than they are doing. They don’t need more information. The “S” and the “C” actually do what they learn. The “I” loves to visualize it in their head. Sometimes high “I’s” think they did it because they thought they did it. You know, they think they actually did it. They say, “I told you. Didn’t I tell you? I know I had to tell you.” You say, “No, you didn’t tell me.” They say, “Well, I thought I did.” And that is exactly what happened – they thought they did.
So when a high “I” thinks they did it, they think they DID IT. A high “I” told me one time that when a high “I” thinks they did it, they really think they did it. So I asked a high “I” one time what that meant. She said what that meant was that a lot of what happens in a high “I”s life only takes place in the privacy of her mind. It doesn’t actually happen, but sometimes they can visualize it so clearly it’s as if it actually did take place.

Which reminds me of the time I had a consultant walk up to me at Seminar 3rd day candlelight ceremony, the Nationals were walking out honesty and integrity. Got the picture? I’m into the moment, the lights are down, and everybody had a lump in their throat. It’s a little sad thinking about going home and back to reality. About this time a high “I” consultant tapped me on the shoulder and said, “Bill, Bill I’ve got to talk to you about something.” I said, “Shhhh, it’s the close, no talking.” She said, “Bill, please, my plane leaves in a little while. I promise this won’t take long.” So we tried to sneak out, opened the big metal door, let all the light in…arghhhh.

When we got out in the hall she said, “Last night at Award Night, the Queen of Sales was walking across stage and something happened. I was transformed. It was like I was up there. I could imagine what it would be like to be up there. I could just imagine 10,000 people giving me a standing ovation. I could feel what it would feel like to sit in that Queen’s chair. I could feel them put that crown on my head. I could smell what the flowers would smell like. I can’t explain it. It was as if I was the Queen.” She took a deep breath… here it is. She said, “I woke up early this morning thinking if I focus when I get home I could be in Queens but I didn’t stop there. I thought if I REALLY worked at it I COULD BE THE QUEEN.” She looked at me with her eyes flashing and asked, “Bill do you think I’m crazy?” Never one to discourage dreams, I said, “No, of course
not, I think you’re excited!!” She said, “What do I need to do?” I said, “You know what you need to do. You need to WORK!” She put her pen and paper down and asked, “What do you mean?” I said, “You know how the Queen of Sales gets to be Queen—she sells something.” The consultant said, “Sure I can do that. That’s my specialty.” I told her I’d never bet against her. I’d seen this happen before at seminar. She looked back at me with steely-eyed determination and said, “I don’t care what anybody else does. I’m doing it.”

Well less than a month after that I walked into the room to do my program and who do I see up front but her. So I snuck up behind her and tapped her shoulder and she turned around. I said, “How’s it going?” She looked at me and said, “What?” I was surprised and questioned, “You remember Queen’s Court you were going to be the Queen, you were so excited.” She said, “Yes, but when I got home I realized I would have to buy a lot of these, sell a lot of those. Lord, I was going to have to change my whole life. I’m not willing to do that.” Plus, she said smiling … “I already knew what it would feel like. You know like that’s enough.” I said, “Don’t you dare. When God gives you a dream you know He also provides the resources to achieve it. All I’ve got to say is I wish you would reconsider if your goal and dream is sincere, because with a little bit of structure and a lot of personal discipline and follow through it can still happen.”

They can see exactly what it’s going to be like. They can smell exactly what it smelled like. They can sense what it would feel like. They can just live the experience. They can visualize so clearly. Sometimes they visualize so vividly there’s no use doing it now because that would be a lot of hard work. They already know what it would be like.
The “I’s” loss of social recognition is their greatest fear. The question you’re going to ask the “I’s,” of course, is a visualizing question. We just talked about how good they are at visualizing, so paint them into the picture. If you painted a picture and they were able to see themselves in the picture, it would be easier for them to accept that this is something for them. Because their greatest fear is loss of social recognition, the question is: Can you see yourself driving one of those beautiful career cars? Or, wearing one of those gorgeous pins? Maybe a diamond bumble bee on your shoulder for personal excellence? Strolling into your own success meeting packed out with your own consultants sitting on the edge of their seats, while life-changing words roll out of your mouth, earning a fantastic living, doing what you always dreamed of doing, having an impact on the world, one person at a time. Can you see yourself doing something like that? Most self-respecting “I’s” will look up to the ceiling or the sky and say, “Yes, I can.” Then if you don’t let them in, you could leave those permanent emotional scars from the rejection. They want to be a part of the group then, so paint them into the picture. That’s what they’ve been looking for.

At the McGrane Institute we learned early about the law of 250. The law of 250 says that in the course of a lifetime you could have an impact on at least 250 other people, who each could have an impact on at least 250 more. If you are able to have an impact on 250 others, and they each impact on 250 more, then in effect you could touch the entire world before the whole process is finished.

In life you have candles. If I light a candle over here, light a candle over there, light a few candles down here, light a few candles, well, in a lifetime that is a lot of candles, a lot of lives that are touched. Realize that “I’s” believe that they don’t die
until everybody they have touched is gone. It’s kind of a sneaky way of achieving immortality, but they believe that it is a pretty good way to do things because they have an influence on the world even long after they are gone; through the lives of people they have touched. This is serious business for a high “I”. If you’re a “D” or an “S” or a “C,” if you leave the emotion out of your business you’ll miss them. Let the “I’s” feed on the feelings.

**Steadiness Interviews**

We change our focus as we move to the Steadiness people. They are family-oriented, loyal, slow to change, and security minded. Would you want to close them hard and fast with that style? If you were a high “D,” it would scare them away. They could get their feelings hurt. They could just say no. Steadiness people have no trouble saying no, especially if it violates one of these important areas like family, or some of the areas they are loyal to. So what I suggest for a communication style is a two-part interview where you accept questions, share facts, and build credibility on the front end. Help them feel safe. The theme for the “D” is for bigness. The theme for the “I” is fun and relationship building. The theme for the “S” is safety and security; play it safe with an “S”. Protect them in their schedule. Protect them in their priorities. Family-oriented, loyal, slow to change, security minded.

Make sure you take enough time to do a second interview, so that in-between they can go home and check with the people they care about or significant others. They can talk to aunts, uncles, and people at the cancer drive, the heart fund. They can organize in their mind how they are going to blend this into
their lifestyle because they are a lot of times involved in support- 
ing within the community.

What do you think the “S’s” are looking for when they get involved with your business? What would they like to see—more time with their family, serving, and helping. What else? What would help them feel safe? What are some of the guarantees that your business offers? Buy back. Product guarantee. Anything else? What avenue of income would be high “S”? Reorder business. Would dovetailing be something to sell them to help them make sure they managed their schedule well according to their priorities? You have so many high “S” ingredients within your business benefits. Make sure you promote them to the steadiness people. Help them get involved where they have the long-term security, because the re-order business pays off whether you are working or not. It is security. If you’re ill, you are still earning money as customers continue to consume products and reorder.

So, build a safe business for Steadiness people first. Then they can venture out on their own and take as many risks later on as they would like to and they will. If you help them to be safe, they will choose to move forward. When the environment is too risky, steadiness people stay where they are and maintain the status quo, so help them feel safe and they can move forward. Everybody can move forward and grow in a safe environment. It is very important for steadiness people.

So we are talking about guarantees, time with family, training, and support. You are independent as a skin care consultant and a director, but you are never alone. You have training. You have support. You have a lot of people behind you. The greatest fear for an “S” is loss of security. So you want to make sure they feel safe and secure all the way along. The question
for the steadiness person is, “Would you be able to work a proven system that is already working for thousands of others that has been refined for forty-plus years? Does that sound safe?” Help them feel safe and secure. Ease into this. “Are you consistent,” would be a question you could ask. It would be easy for an “S” to say yes to that. Then you could say, “I’m so glad to hear you say that because consistency just happens to be the ingredient that you need to be successful in this business.” And isn’t that true? For an “S”, consistency is what they need for re-order business, selling, and to establish their customer base and to build a firm business.

They can do the recruiting along the way too. They can do all the other avenues of income if they choose to, but know that a lot of times the “S’s” are going to love the safe and secure parts that don’t cramp their style or bite into their schedule and effect the way they have things set up with their family, etc.

They want to be able to blend it in. You could help them blend it in with a weekly plan sheet. You could carve out some time and help them blend their new business into their system, if you found out what to navigate around so that you could keep their values in place. You might do a little thinking and insightful research to find out what you would need to do to get creative and do that because your business opportunity can sure meet a need for Steadiness people. They love the support and they love the personal growth that takes place when they are involved with you and your business.

**Conscientious Interviews**

People that are conscientious or “C” people, are detail-oriented, perfectionists, critical, and analytical. If I were to ask,
“Are you more critical of yourself or others,” a “C” would be most critical of self. They are critical of themselves first, but then many times they will be critical of others. Sometimes they may not vocalize it as much as they vocalize it about themselves. They can be really hard on themselves. If you say, “You’re just a dirty, rotten, no-good…” They say, “I know. I know.”

However, if you say that to a high “D,” those would be fighting words. If you say to a high “C” anything about their work, they’ll say, “I beg your pardon. I did this according to specifications.” If you say something to a high “D” about their work, they say, “What do you know about it? How much money did you make last year?” Or whatever they might say, because “D” is not impressed unless you are doing more than them. You have to have a show of confidence. But you say something to a high “D” about them and they are ready to fight. Those are the differences in the range from a “D” to a “C.”

You need to use the same communication style for the “C”, the two-part interview where you accept questions, share facts, and build credibility. I suggest you share some information with them on the front end. The first interview of the two parts is for you to do your normal interview, ask the questions, discover the style and find out if they are a high “C.” Share all the information about your business that you would also share with a high “S,” knowing that you would want to give both a lot of information and educate both the “C” and the “S” about some of your step-by-step processes.

After they leave that first interview, ask them to get together with you in the next twenty-four to forty-eight hours if they can. Mention that in the meantime, they can make a list of any questions they might have with their significant other.
Then let them know you’d like to answer their questions when you get back together with them and that you would like to help make a decision. It would be easier for them to make a decision if you help their spouses to understand the whole process also, and let them know they can make a joint decision together, as to whether or not it be in her best interest to take action?

Before you let her leave after the first interview, you could say, “Now before you go, I want to make sure you take some of this information with you. I want you to take this beauty book, this Saturday Evening Post reprint, Woman’s Day reprint, my own personal copy of her autobiography, Savvy reprint, or the Lessons and Legends video.” Use any information you could come up with that you feel would be valuable to educate them. You say, “That sounds like an awful lot.” But she goes home with all this information, all these reprints and business perspectives, and what you don’t realize is she gets home and reads it all in like 15 minutes and memorizes it. As she is reading it she’s saying, “Well, I guess what they told me is true, because there it is in this official company publication.” You know, a high “C’s” motto is that you just can’t be too careful these days.

When you stop and think about it, there is some truth to that. So help the high “C’s” by getting the information to them so they don’t have to wonder. If they say that, “I guess what she told me was true because here it is in this official company publication,” then what could she have thought when you told her? Could she believe you a hundred percent then? She might still have question marks. Does she believe when you said it or does she believe you when she reads it? So you make sure you get her the information.
How many of you high “I’s” have been wondering what to do with your sales aides? If you need to, go home and check out one of the three or four boxes in one of the corners of your closet. Pull some clean ones out from the middle and actually put them in your briefcase and take them with you. Give them to the “S’s” and the “C’s” when you interview them. Don’t give them to the high “I’s.” They’ll set them on the hood of their car and you’ll see them fluttering down the highway. They won’t make it home with them. The high “D’s” won’t read them. They don’t have the time. They’re going to make decision anyway, based on what they’ve heard. The “I’s” and the “D’s” make quicker decisions. The “S’s” and the “C’s” would love to do some research and get that information, so give them all that they need.

With that in mind, the kinds of benefits they are looking for are going to be career essentials, financial statements, annual reports, facts, and prints—factual knowledge. That is where the confidence and the credibility comes from in the mind of a “C,” when everything lines up with what was promised. The greatest criticism of a conscientious person is criticism of their work and not having their questions answered. If they are unable to meet the requirements people place on them, they are not going to feel comfortable even if they did the most excellent job they could. You want to help a high “C” feel more comfortable.

The benefits of a high “C” are financial statements, annual reports, facts, and print and all the support material and training step-by-step that the Company provides. “C’s” will love that and it will cause them to feel confident that they can go one step at a time and do this and be confident. Their greatest fear is criticism of their work. So make sure that you have everything covered so that they know they can do an excellent
job and that they’re not making mistakes along the way. That would affect their confidence level as they get in. The question for a high “C,” is “If you had a step-by-step plan could you do a competent or excellent job?”

What are some of the step-by-step processes that your business has? The Perfect Start. Powerstart. 4-Point Recruiting Interview. Steps to Beauty. Career Essentials. You all have a lot of step-by-step processes, but have you ever had a reason to do an interview where all you talked about was step-by-step processes? Try it with a high “C.” Let them know that one step at a time and they can make it. A woman came up to me in the Midwest at a program. She was a guest of one of the consultants and not yet a consultant herself. She said, “Bill, I don’t know if I can get into this kind of business. I’m trying to make a decision tonight as to whether or not to get in. But I don’t know if I can do this because if I was a national I don’t know if I could travel. I have three small children and I don’t know if I could do that.”

I said, “Excuse me? How did you get to be a national so quickly?”

She said, “Well, you know, don’t the nationals have to travel?”

I said, “Yes, but isn’t there something you are going to need to do before you become a national?”

She said, “Yes, I guess I’ll need to get into management.”

I said, “But even before that?”

She said, “I guess I’d have to be like a consultant and sell the product.”
I said, “Well that’s probably wise. But even before that?”

She said, “Oh, I see what you’re getting at. I need to make a decision whether or not to even get in.”

I said, “That is probably where you want to start.” I said, “What is it that is causing you to hesitate and not make that decision now? You seem to have the desire to do something like that.”

She said, “Well, I don’t know if I could do it. I have just never done anything like this. I just don’t know if I could do it when the time comes.”

I said, “If you had the promise of some experienced, top management people that they would tell you all their secrets and support you and give you what you need in the way of information when you need it, would you feel more comfortable?”

She said, “Yes, sure I would.”

So there were five directors sitting around in a booth, I said to them, “How long have you been in? And you? How long have you been a director?” We totaled it up and it was about twenty-five years of experience in directorship. So, I asked these directors, “Would you teach this new consultant everything you have learned about your business? Would you teach her all the secrets and everything that you have found out that works for you?” They said, “We all promise. We cross our hearts. We’ll give you all that we have learned.”

I said, “Do you believe that you will be able to give the answers to her questions whenever she has them?”
They said, “We know we can, because if we don’t know we can ask our national. If our national doesn’t know, we can find out from the company. We have a lot of resources to get questions answered. We have all the experts that we need at the corporate office to get to the bottom of your question.”

So I said, “Would that be enough information for you?”

She said, “Sure.”

I said, “Well don’t you feel that since you cared enough to investigate this far and to find out this much about it, that the chances are you are actually ready and you really do want to get in?”

She said, “Yes. I guess I do. I guess I just wanted to make sure that I could do this.”

I don’t know who got credit for her. High “C’s” – work them back to the beginning. Help them take one step at a time. High “C’s”, remember to not get too far ahead of yourselves. Take it one step at a time and don’t feel upset if you don’t have the answers to everything. The difference in a high “D” and a high “C” is that a high “D” jumps in and says, “Where am I?” The high “C” before they’ll even jump in will stick their toe in and test the temperature. Then they go back and read up all they can about the temperature of the water this time of the year. The whole time the “D” is at the deep end saying, “Come on in! The water’s fine!” The high “C” is asking someone who just got out, “Is it cold? Do you think I need to jump in?” Finally the high “C” jumps in and the high “D” says, “Isn’t this great?” And the high “C” says, “This is colder than you said it was. You didn’t give me all the information.”
But that is okay because the reason the high “C” is like that is because they love the degree of accuracy they have. When you stop and think about it, it is important that we have some differences. How would you like a high “I” brain surgeon operating on you? It is important that we have high “C” people for certain functions. Your business is set up for high “C” people. It’s all there. Everything you need.

If you stop and think about it, what if you had a high “D” doing a high “C” job? Can you imagine? A man named Paul Cramer in Colorado Springs told me he worked for the NASA Program on the jet pack that the astronauts used when they get outside of the shuttle so they could do their work and their projects.

Can you imagine a high “D” putting one of those high tech pieces of equipment together if they didn’t have any “Cs”? It would probably have two speeds – off and warp drive. They’d flip it on and be on another planet. The high “D’s” may not have a lot of those in-between functions in there.

So we need all four – D, I, S, and C. We need to all learn to work together as a team. All the time I was growing up I was taught, “You’re suppose to love one another.” It’s Biblical love one another. Love one another.

Well, now that we know how different people are, that is our task. We are just supposed to love one another. It’s not as easy as it sounds, is it? There is great potential for conflict because there are differences. There is also great potential for understanding and for complimenting you and me when we get together and learn how to go beyond the things that are different to find common ground and learn to appreciate the differences and work together as a team.
COMMUNICATING WITH MASTERY

LIFE’S MIRROR
There are loyal hearts, there are spirits brave,
There are souls that are pure and true,
Then give the world the best you have,
And the best will come back to you.

Give love, and love to your life will flow,
A strength in your utmost need,
Have faith, and a score of hearts will show
Their faith in your word and deed.

Give truth, and your gift will be paid in kind;
And honor will honor meet;
And a smile that is sweet will surely find
A smile that is just as sweet.

Give pity and sorrow to those who mourn,
You will gather in flowers again
The scattered seeds from your thought outborne
Though the sowing seemed but vain.
For life is the mirror of king and slave,
’Tis just what we are and do;
Then give to the world the best you have,
And the best will come back to you.

Madeline Bridges
CHAPTER 8

PEOPLE READING

DISCOVERING OTHER PEOPLE’S STYLES QUICKLY

So what do you have here? We have the “D’s” and the “I’s”. They make up 20-30% of all the people you come into contact with. They have leadership skills through people. They need structure and attention to detail.

Then we have the “S’s” and the “C’s” making up a whopping 70-80% of all the people you will see. The largest percentage is for steadiness. They make up approximately 56% of the people. They have leadership skills too, through accomplishing tasks. However, they need people skills and appreciation of others because “S’s” and “C’s” have a tough time working with people that don’t care how accurate things turn out, or who aren’t competent and don’t really care. See, the high “I” wants to have fun, the high “D” wants to get it done. However, in getting it done right and taking the time to do it because it’s slower that way, the high “D’s” and the “I’s” don’t feel com-
fortable because it’s not fun enough for them to keep their attention, and it’s not getting done quick enough for them to move on.

The “S” and the “C” need the extra time for the accuracy so they don’t have to go back and do it again. A high “D” process or a high “I” process is to do it nine times wrong and learn how to do a little better each time. So finally the tenth time they get it right and they say, “You know I’ve been getting better at this all the time.”

The high “C” will wait and they’ll practice in their mind and get everything together ten times, so that the first time they do it they can get it right on the money. You know the story of the tortoise and the hare. I’m not going to say what style is best to have; both of them are best at different times in different situations. Both of them have their places. Both of them have their value. We just need to find out what we’ve got, value it, and begin to appreciate the value of the other styles.

The “D” gets the idea. The “I” sells it. The “S” follows through and does the work. The “C” checks the “S’s” work for accuracy and mistakes. Now a high “C” doesn’t hunt for mistakes. They just can’t help but see them. To be honest with you, they can’t understand how we miss them. They say, “I don’t see how you could miss that. It’s so obvious.” Well, high “C’s” minds are trained to see what is not exactly right so they can make it more effective and accurate.

As we’re going through this, if everybody had a guidebook, the “D” would flip through their guidebook and say, “Well, this is okay for everybody else, but now that I’m here, this company is really going places. I’ve got my own ideas.” Then they would proceed to reinvent the wheel.
With the high “I’s”, chances are, bless their hearts, they can’t find their guidebooks. Now they know it’s back in the back of a closet, or in one of three or four boxes, and if you give them a few minutes they can find it. But they don’t know exactly where it is. Even if they did, they know themselves that they have never really read it from cover to cover.

The “S’s” read their guidebooks and they use them for security and to feel comfortable that they are up on things and going by the guidelines. So the “S’s” will also use their guidebook as a weapon against the “I’s” who make outlandish claims that aren’t founded or covered in the guidebook. So you’ll have a high “I” at an initial training, a new consultant, and she says, “I’m going to be a director in six weeks. I’m going to break the new record.” Then there will be a high “S” in the group and she’ll say, “Well, it seems like you have to be in a little longer than that and have a few more qualified recruits. Of course, I could be wrong.”

The high “I” says, “Where is that?”

So the “S” says, “I believe it was on page 17. It seems like that is where I read it.”

Then the high “C” close by says, “Yes, I remember. It was on page 17 because I remember it was the third paragraph down, the second line in, the word “had” and “a” and the “d” were transposed and I just wonder, here is a multi-billion dollar corporation, why can’t they spend the minimum wage to hire a proofreader to proof read these things. We’re trying to be professionals out here. I can’t believe they let a typographical error like that slip by. I wonder if they are aware? I better write them a letter.”
About that time “I” chimes back in, “The guidebook has 17 pages?”

The “S” says, “You mean you didn’t read the guidebook?”

The “I” says, “Well, I flipped through it.”

The “S’s” and the “C’s” are going “Tsk, tsk, tsk. They’re just never going to get it, are they?” That’s because “I’s” love flying by the seat of their pants. They go on intuition. The “D’s” and the “I’s” don’t make decisions like the “S’s” and the “C’s.” If you have an “I” and an “S”, the “I” and the “S” are going to battle with internal conflict. The “I” will want to go out and have some fun and meet friends. The “S” will stay home, make homemade soup and bread, and do things with the family. You get pulled between the two.

If you are an “IC,” the “I” loves people but the “C” wants to do things right, so you want to do right by people and not say any words that would hurt anybody’s feelings. The “IC” appraiser pattern is an extremely sensitive one. If you’re a “DS,” then the “D” wants to come up with the idea and the “S” wants to follow through, so “DS” pattern people have trouble delegating. They feel like everything they come up with they have to do themselves. “DC” people, the dominance person comes up with the idea, the “C” wants to do it perfect – no pressure, just fast and perfect, that’s all you expect.

The highest-pressure pattern in the whole book is this creative pattern. Let yourself off the hook. Let it be one or the other, every once in a while. Get it done, but have some leeway on accuracy. If you have the accuracy, then have some leeway on time and speed. Realize that if you are a “D” and an “I,” you don’t have the internal struggle like those other people. You’re challenge is external with the entire “S” and “C” world. You
just don’t understand them. For the “S’s” and the “C’s” it’s the same way. They don’t know how the “D’s” and “I’s” think because they don’t think. They are not the thinking styles. The “D’s” and the “I’s” feel. They are gut level feelers. They make more intuitive gut level decisions. The “S’s” and the “C’s” think things through.

Can you see the differences in these people? Are you beginning to get familiar with them? We are getting down to the heart of the matter for developing skills for people reading and discovering styles quickly. There are three simple basic questions for initiating the People Reading Process.

The first question, “Tell me a little bit about yourself.” The dominance person is going to talk about themselves and what they’ve accomplished. Influencing people will talk about their favorite subject - themselves. I was born at a very early age. My doctor’s name was... My hospital was... They’ll start at the very beginning. You might have to stop them and say, “Hold, hold. Wait a minute. Start about high school.” At the interview, you may not have enough time to get the whole “I” story. Stop and think about it. What might cause them to call an “I” story? Think about two high “I’s” getting together. The reason that interview was so long that we talked about earlier, was because it takes awhile for two grown people to tell their entire “I” story to each other. That is the way “I’s” are; they want to talk about who they know and about their life. They want you to understand them. So understand the “I’s.” They need to let you know every little detail so that you really understand them.

The steadiness people will talk about their families. “Let me tell you about my kids. Jane is in ballet. Timmy plays soccer. You know, Timmy’s team won the championship last year.
They really have a great team put together.” When you attempt to change their focus with a statement like, “Your family sounds wonderful. Now, I want to know about you. Tell me about you.” “Well, my husband works at the plant. He’s been there about fifteen or sixteen years now.” They just have trouble talking about themselves. They define themselves a great deal through their family and other relationships. They love to put their family forward. They don’t like to toot their own horn.

Individuals with high conscientiousness ask why questions like, “Why do you want to know about that? Why do you want to know, are you writing a book or something? You sure are asking for a lot of information.” You might have to put a disclaimer in and say, “You know, I don’t want you to feel uncomfortable, but the reason I’m asking these questions is because I honestly would like to get to know you better. I honestly would like to be able to find out what your dominant need is and find out what our opportunity has that would be of benefit to you. Plus...I would just like to get to know you.”

“C’s” can understand that. This is all just a process of getting to know them. You don’t want them to get uneasy. They might start feeling like, “Well, I don’t know if I need to be telling you all this personal information.” Their motto is that you can’t be too careful these days. When you get right down to it, there is something to that. So don’t cause them to be uneasy. They have good reason to feel the way they do. Protect them. Give them the information they need. Put disclaimers in up front.

Then, question number two, “What do you like most about what you do? And what do you like the least?” What
would be the benefit of asking a “most” and “least” question like this? What is the benefit of asking an open-ended question that would allow them to share a little bit? What would it teach you? What to share and what not to share. Is that going to be important to narrow the framework of information? You’ll know what to share and what not to share. If you’ll listen, they will be able to let you know what they would really like to hear and what they really aren’t interested in. Imagine how asking that one question is going to help you customize your interview.

Question number three. This is what I call the genius question. “Would you describe for me the ideal career situation for you if you could have it just the way you want it.”

I’ll tell you what makes these questions more powerful; they are very simple questions to interview somebody before you interview them. To get to know them before you try to talk to them about business. What makes the question so powerful is that it provides a framework that allows you to read the feedback of their answer so that it makes sense. When you ask it with the DISC model as a framework, every clue they give you means something, every word they answer teaches you how to better communicate with them.

You could ask these three simple questions up front and have plenty of information to determine their personality style in the first three, four, or five minutes of an interview. If you ask these questions first and you listen, really listen, you could get better and better at discerning a person's style. Would you be willing to make a commitment to practice?
BODY LANGUAGE

High “D” Body Language

Let’s consider the role that body language plays. If you run into a high “D,” realize that you might have a high “D” interview you. The first few minutes of the interview, she might look at you and say, “Listen, Anita, I appreciate you getting together with me. There was something I wanted to know about you, first of all, tell me a little bit about this product. What about these changes? How much money did you make last year?” They go straight for the information they want. You might find yourself a few minutes into the interview saying, “Hi, my name is Anita. It’s nice to meet you too.” You didn’t even get to say anything until a few minutes went by. So, the “D’s” can sometimes lean in. They can be strong. They can have pointing gestures. They can be forceful. You can feel the presence of a dominance person.

High “I” Body Language

I remember meeting one high “I” with a pretty wide-open, flamboyant body language. A high “I” came in and showed me around an office building. We waited for about fifteen or twenty minutes for her to get there and when she came in and she dropped boxes as she backed into the door. We helped her get her things together as she set them all down.

She started doing this flamboyant presentation about this office building and about these facilities and production area and everything. I noticed that on her little finger, she had a fingernail, a fake nail, or a wrap that had peeled off and was hanging by a little piece of finger nail polish. So I kept waiting for the nail to fall off and it wouldn’t fall off. She kept doing all these flamboyant gestures and her nail wouldn’t come off. So I
elbowed the person next to me and said, “Check this out. This nail won’t fall off.”

I just kind of whispered that. She elbowed me, like “pay attention.” I tried to listen, but I couldn’t help it. I started watching. I noticed some of the other people noticed it too and kind of smiled to themselves.

Finally, she threw her hands up, the nail flew up, and we all as a group watched it fall to the ground. We looked up and at each other again, waiting to see what she would do. She was just talking ninety to nothing when the nail flew off. She saw the nail and she reached down and picked it up and said, “I lost a nail,” and just kept talking.

I thought about dropping the boxes, fifteen minutes late, enthusiasm, losing a nail. It could be she had a little influencing in her style. I didn’t want to know her style, but I couldn’t help but see these things. Do I go around analyzing people all the time? No. I don’t have the energy. I don’t want to put that much energy or effort into the whole process. But I tell you what does happen, now that I have the skill, I can’t help but know. Sometimes I know and don’t even want to know what their style is. I can’t help but see it. If you see a cluster of body language, words, and style, you can’t help but see it. It’s easy to read. You will get to the point that you can ask one question or no question and you’ll know their style. You’ll see somebody walking across the street or to the other side of the room and you’ll say, “I know, that’s a high “D” walk if I ever saw a high “D” walking.” You’ll be able to see and sense what their style is before you ever meet them. If this happens to you, document it and back it up after you talk to them for a while.
High “S” Body Language

I got on a plane one time and there was a woman sitting there in a middle plane seat. I always try to get an aisle seat; there’s a little more leg and elbowroom. She was sitting there waiting for the plan to leave. There was no telling how long she’d been there. I always get on just as soon as they shut the door because, I’d rather sit out in the gate area where it’s cooler and there’s a little more room and you can read a little bit longer. Well, I got on and was stuffing my things into an overhead bin, trying to get to my seat. I noticed she had a significant bag. So I was trying to be Mr. Nice Guy and said, “Would you like me to put your bag in the overhead bin? You might have a little more room?” I was trying to be courteous you know.

She looked up at me and said, “Why, no.”

I didn’t think a thing about it. I sat down and noticed that she kept holding her bag in her lap. She kept holding it there and holding it there. So finally I thought, “Maybe I’d better say something to kind of break the ice.” So I leaned over and said, “I don’t know what caused me to even ask you about putting your bag in the overhead bin. You probably have all your money and valuables and everything in there.” She broke eye contact and looked a little unnerved, it was simply panic. She could hardly even look at me.

To show you how good I was with this, this was just a few years ago. I still didn’t know what I had done. I mean I was still out to lunch. But I’ll tell you when I knew for sure, when she set her tray table down and they brought her snack, she ate her whole lunch over her bag. Well, you know I’m quick; I’ll pick up on these things. I finally realized that there could have been a problem there. It could have been that I planted a seed of
fear. So I began to wonder if I was picking up on “S” or “C” and their styles quickly enough and I wanted to work on that a little bit, because obviously I had caused her great fear and discomfort. Somebody had told her, “You better be careful. Somebody will conk you over the head and take all your valuables.” She lived in terror that entire flight. Every time I would reach for a magazine, she would tighten up. I felt like a criminal just trying to be extra helpful … you know, Mr. Nice Guy.

High “C” Body Language

In church I watched the soloist finishing up an inspirational song. Everybody was going up on the high note; we were all swept up in the inspiration, waiting for the big finale. It was just a beautiful song. My heart was beating. The soloist finished on that high note so beautifully but I was waiting for the body language to finish the song as well. I was left unsettled when she simply lifted her fingers up off the mike. I thought to myself, “Is that it? It was a big song, to me, it needed a big finish?” I don’t know what I was expecting; Elvis finishing the trilogy with a big karate kick or something like that. Well, you know that wasn’t the setting for that kind of thing, but a little bit more than one hand sticking up off the microphone is what I was thinking in my mind. I thought, “It just didn’t seem to go with such a big song.” And then I realized, “Wait a minute. Hold it, Bill.”

As I searched my memory I realized she had never been this demonstrable before. So what did that say to me? She was obviously moved by the experience. I’m as serious as I can be. See, she was doing the appropriate body language. I was the one who had the unrealistic expectation. I was off base, not her. But that was my expectation.
PEOPLE READING POP QUIZ

If I were to say, “John Wayne,” what style would you think about (D, I, S or C)? He’s a dominant. He won every war since the war of 1812. That’s not too bad. What if I said, “Carol Burnett,” what style? It would be “I.” What if I said, “Ward Cleaver,” of “Leave it to Beaver?” Maybe S or SC. He was kind of a pretty good, old family man, wasn’t he? He was pretty easy going, warm and comfortable. He seemed to handle Wally and the Beaver pretty well, I thought. He would make some pretty wise suggestions; he’d take things pretty much in stride. What about Dan Rather of the CBS Evening News. He would be a “C.” What do you think his second might be now? When he was with 60 Minutes what do you think his style was? Probably a little more dominant then, wasn’t he? He could cause a person to have sweat pop out on his or her forehead in a second. He would cut them off at the knees. They were so in terror. The old adages that if you see a 60 Minutes crew come into your office, chances are you aren’t going to be having a very good day. It could be a bad day.

Gaining Commitment by Gathering Core Criteria

Gathering core information would be a step whereby we would identify what it is that they are after, just prior to the close. Then we could ask the question, “Do you believe the benefits that we talked about during the interview could help you get what you need, want, and value most in your life and career?”

So in preparation for that, we need to gather core information by asking these three questions. Number one, “What do you need the most in your life and career currently?”
Number two, “If you had what you needed what would you want in addition to that? When you let yourself dream, what do you dream about?”

Number three, “At this stage of your life and career what do you value most and what is most important to you?”

The Close (Asking for Commitment)

Now after you’ve gathered that core information and you’ve listened, then you could come back and ask part one of your close. “Do you believe the benefits that we just talked about during the interview could help you get what you need, what you want, and what you value most in your life and career?” If they answer yes, then you can respond, “Great. I agree.”

“Then I need to know based on what you’ve heard in our time to get to know each other, if you would trust me enough and if you believe in this opportunity enough to go ahead and sign your agreement and get started? Especially if I promise you that I’ll help you get your orientation and I’ll support you in building your own business.”

The reason that this will work is because after we’ve taken the time to read a person properly and we’ve provided the benefits based on their particular dimension of behavior, dominance, influencing, steadiness or conscientious, then we can come back and identify the core criteria which is what they need, want, and value most. Then it makes it easy to build that communication bridge from what they need, want, and value back to the benefits that we talked about previously.
Conducting a Post-Interview Evaluation

Once the bridge is built and once they’ve said yes and have signed the agreement, then you need to ask a question after they sign up. Given this person’s style, what follow-up coaching and what mentoring expectations are they likely to have? How could I effectively respond to them based on their style?

For debriefing after the interview ask yourself, what did you learn from your interview? How can you refine and adjust your next contact with this recruit or this potential recruit?

Then for planning, was the recruit’s most developed DISC behavioral style the same as you anticipated before the interview? If not, what have you now concluded is your recruit or your potential recruit’s most developed dimension of behavior? Dominance? Influencing? Steadiness? Conscientious?

And for the opening, on a scale from one to ten, what was the comfort level between you? How comfortable was the communication? What refinements do you want to make to increase the level of comfort for each of you so that you are more comfortable and also so that they are more comfortable receiving the information from you?

During the interviewing aspect, on a scale of one to ten, what is the level of interest they have for your opportunity? What additional information do you want to provide based on their needs, wants, and their values? What features and benefits did they identify with the most? What are some other statements you might want to try next time? What are some other benefits you might want to emphasize? How could you reinforce the benefits they identified with and they showed interest in the most?
In responding to their concerns, what were this person’s main concerns and questions that need clarifying? What information or action could you provide next time that might satisfy these concerns or answer their questions?

Gaining commitment. Did you ask this person to sign an agreement or did you set up a follow-up interview? How did they respond? What strategy will you utilize to support them in deciding next time?

After they sign the agreement, how does your recruit’s natural style need to be serviced in your follow up to their signing?

Number two: what can you build on to expand or strengthen your working relationship with this new team member?

Number three: how do you need to address your natural approach when interacting with this new recruit to promote healthy, ongoing communication outcomes?

I know that if you take these ideas and this sequence into consideration and not only use it for yourself, but encourage your key people to learn it, that you can take a few minutes on the front end, dialogue with yourself about a potential recruit, identify where the areas of potential conflict might be based on the differences in your style and theirs, make some adaptations, some adjustments of focus, information, social interaction and pace and you can be more on target with the people that you are communicating with. This would include people that are in your unit or on your team. With anybody that you are going to be interacting with on a regular basis, it would be worth it to take the time to find out what the ideal communication parameters and the ideal communication boundaries
might be; not just for you but for them as well. So both of you can get the outcomes that you are after.

**IN CLOSING**

So, what I’m here to tell you is that everybody’s behavior is teaching you. Everybody is telling on themselves. *You Tell on Yourself*

You tell on yourself by the friends you seek,
   The very manner in which you speak,

The manner in which you use your leisure time,
   And the use you make of a dollar and dime.

You tell on yourself by the clothes you wear,
   The spirit in which your burdens bear.

The kind of things that make you laugh,
   The records you play on a phonograph.

You tell who you are by the way you walk,
   The things on which you’d like to talk.

The manner in which you bear defeat.
   And by so simple things as what you eat.

By the book you choose from the well-filled shelf,
   And this way you more or less tell on yourself.

So it doesn’t make a particle of sense
   To try and keep up a false pretense.

You’re not going to fool anybody but yourself. You tell on yourself every minute of the day, by what you say or don’t say. And by what you do or don’t do. But the good news is so does everybody else. Now you have the framework that makes sense of it all. If you will learn it and integrate it deep into your lifestyle, it will serve you the rest of your life; I promise you
that. Make the investment. Can you learn this? Do you feel like it’s worth the effort to layer this information deeper even beyond what you’ve learned in this book?

I want you to learn how to recruit more people in your business and help them through your opportunity as a vehicle. I want your families to be stronger and your relationships to be closer. I want you to feel the love from your loved ones and not be estranged anymore. Is there anyone that you need to call when you put this book down? Call them. The person with their self-respect intact always initiates. So, think about that. What are we called to do? It’s simple. Just love one another. Just love one another. God bless you all for reading. Thanks for making this investment in these ideas for superlative communication.
Support Programs
Communicating With Mastery Weekends

Have you ever dreamed of a place that you could learn how to understand yourself and how to more powerfully communicate with style? Now there is a place to do just that!

If you can envision a relaxing environment with like-minded people in an intensive direction-discovery process, then this weekend is for you. You will gain personal clarity, wisdom, and insight as you work through your own “communicating with mastery” profile. This six-module, three-day program is designed to help you discover how to work more effectively with others. Then you will learn how to use this powerful process to impact the lives of others.

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When you have a need for a keynote speaker, a training event, or custom designed long-term consulting intervention, let us assist you in identifying and facilitating a new direction for your organization. The topics listed below represent a partial list of programs we have designed and implemented for organizations nation-wide:

- Leadership Styles
- Team Building and Innovation
- Listening and the Art of Asking Questions
- Decision Making and Problem Solving
- Customized Recruiting Interviews
- Performance Management Coaching
- Building Self-Esteem in the Work Environment
- Leadership Skills
- Process Selling
- Life and Time Mastery
- Leadership Styles
- Increasing Creativity
- Needs and Values Motivation
- Communication Skills and Persuasion

Compact Diskettes and Audio Tape Albums

- Building Self-Esteem and Your Business
- Customized Recruiting Interviews with DISC
- Leadership Skills
- Life and Time Mastery
- Listening, Questions and Contracts
- Leadership Styles
- Coaching for Commitment
- Dialoguing with Discernment
- Finding Your Direction
- Communicating with Mastery

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